



The Washington Post Company is a diversified media organization whose principal operations include newspaper and magazine publishing, television broadcasting, cable television systems, electronic information services, test preparation, and educational and career services. A complete listing of the company's activities can be found inside the front cover of this report.

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Television Broadcasting

Post-Newsweek Stations—the owner and operator of six network-affiliated VHF television stations.

WDIV—the NBC affiliate in Detroit, MI, the 9th largest broadcasting market in the United States, with 1,855,500 television households.

KPRC—the NBC affiliate in Houston, TX, the 11th largest broadcasting market in the United States, with 1,712,060 television households.

WPLG—the ABC affiliate in Miami, FL, the 16th largest broadcasting market in the United States, with 1,441,570 television households.

WKMG—the CBS affiliate in Orlando, FL, the 22nd largest broadcasting market in the United States, with 1,101,920 television households.

KSAT—the ABC affiliate in San Antonio, TX, the 37th largest broadcasting market in the United States, with 684,730 television households.

WJXT—the CBS affiliate in Jacksonville, FL, the 52nd largest broadcasting market in the United States, with 540,450 television households.

Newspaper Publishing

The Washington Post—a morning daily and Sunday newspaper published in Washington, D.C. For the 12-month period ending September 30, 1999, The Post's average paid circulation was 784,000 Monday through Friday and 1,085,000 Sunday. The Post maintains 21 foreign, 6 national, and 12 metropolitan news bureaus.

Washingtonpost.Newsweek Interactive—Headquartered in Arlington, VA, Washingtonpost.Newsweek Interactive (WPNI) is the new-media and electronic-publishing subsidiary of The Washington Post Company. Its mission is to develop the company's editorial products and businesses on the World Wide Web. WPNI's flagship products include washingtonpost.com and Newsweek.com.

The Washington Post National Weekly Edition—a tabloid publication of selected Post articles on politics, foreign affairs, popular culture, public policy, and personal finance, edited for a national audience, with a circulation of 76,000.

The Washington Post Writers Group—a syndicator of 28 writers and cartoonists, plus material from Newsweek. The Writers Group also sells individual reprints of Washington Post articles and photos to print publications around the world.

The Herald—a morning daily and Sunday newspaper published in Everett, WA, 30 miles north of Seattle. The Herald's unaudited estimated average paid circulation for the 12-month period ending September 30, 1999, was 54,000 daily and 62,500 Sunday. The

Herald also publishes six community weeklies in South Snohomish and North King Counties and a monthly business journal, and operates a commercial printing business.

Gazette Newspapers, Inc.—a publisher of 32 controlled-circulation community weekly newspapers in Montgomery, Frederick, Carroll, and Prince George's Counties, MD, with a combined circulation of 493,000 and one paid-circulation statewide weekend newspaper with a circulation of 14,000; one monthly business publication with a circulation of 30,000; one twice-monthly real estate publication in Frederick County; 12 military newspapers for local military bases; and operator of one of the largest commercial printing sites in the Washington area.

Robinson Terminal Warehouse—a newsprint handling and storage facility with operations in Alexandria and Springfield, VA, and College Park, MD.

Capitol Fiber Inc.—a handler and seller to recycling industries of old newspaper and other waste paper collected in the Washington/Baltimore area.

Cable

Cable ONE, Inc.—Headquartered in Phoenix, AZ, Cable ONE systems served 739,854 subscribers in 18 midwestern, western, and southern states in 1999. States served and the number of basic subscribers in each as of December 31, 1999, were:

Alabama.....	35,633	Missouri.....	23,032
Arizona.....	67,420	Nebraska.....	12,544
Arkansas.....	7,814	New Mexico.....	23,681
California.....	107,303	North Dakota.....	30,976
Indiana.....	16,216	Ohio.....	17,462
Iowa.....	24,121	Oklahoma.....	89,439
Louisiana.....	1,628	South Dakota.....	1,324
Minnesota.....	9,096	Tennessee.....	9,711
Mississippi.....	162,059	Texas.....	100,395
		Total.....	739,854

Magazine Publishing

Newsweek—a weekly news magazine published in New York City, with a 2000 circulation rate base of 3.1 million and a 12-month average circulation for 1999 of nearly 3.2 million. Newsweek maintains 9 U.S. and 12 overseas bureaus.

Newsweek International—a weekly English-language news magazine published in New York City and circulated throughout the world. For 2000, Newsweek International's combined circulation for its three editions is 663,000: Atlantic, 340,000; Asia, 240,000; Latin America, 83,000. In Australia, Newsweek is published as part of The Bulletin with Newsweek, a news magazine with a circulation of 85,000.

Newsweek Japan (Newsweek Nihon Ban)—a Japanese-language newsweekly with a circulation of 130,000. It is produced with TBS-Britannica, which translates and publishes the magazine.

Newsweek Korea (Newsweek Hankuk Pan)—a Korean-language newsweekly with a circulation of 90,000. It is produced with Joong-ang Ilbo, which translates and publishes the magazine.

Newsweek en Español—a Spanish-language newsweekly with a Latin American circulation of 52,000. It is produced with Ideas Publishing Group (IPG), based in Miami.

Itogi—a Russian-language newsweekly with a circulation of 85,000. Itogi, “summing up,” is Russia’s first independent newsweekly. It is produced by Seven Days Publishing, a subsidiary of Media Most.

Teen Newsweek—a weekly eight-page magazine and teachers guide aimed at America’s middle schools. Launched in September 1999, it is produced with Weekly Reader and has a circulation of 115,000.

Arthur Frommer’s Budget Travel—a bimonthly magazine with a U.S. circulation rate base of 350,000. Newsweek acquired Budget Travel in December 1999.

Newsweek Productions—a television production company that produces “HealthWeek,” broadcast nationally on PBS, and other television programming and media projects.

Post-Newsweek Business Information—a publisher of controlled-circulation periodicals for the technology industry. PNBI also organizes trade shows and operates online services in government information technology and general technology news.

Education and Career Services

Kaplan, Inc.—Headquartered in New York City with locations throughout the U.S. and abroad, Kaplan is a leading provider of educational and career services for individuals, schools, and businesses. Kaplan’s four operating divisions are:

Kaplan Test Prep and Admissions—offers test preparation and admissions services worldwide; kaptest.com provides these services on the Web; Kaplan Publishing includes books, software, and Kaplan/Newsweek guides; and Kaplan Learning Services offers instruction, staff development, and curriculum in schools.

Kaplan Professional—provides workplace training and education in financial services, insurance, real estate, information technology, and the call center industry.

KaplanCollege.com—offers distance learning degree and certificate programs in law, paralegal studies, legal nurse consulting, and criminal justice. KaplanCollege.com includes Concord University School of Law, the nation’s first online law school.

SCORE!—offers learning programs for children and educational resources for parents through its after-school learning centers, SCORE! Prep tutoring service, and eSCORE.com.

Affiliates

BrassRing, Inc. (54 percent equity interest)—a business-to-business hiring management and recruitment company, in which Kaplan is a partner, that helps companies hire the right candidates faster.

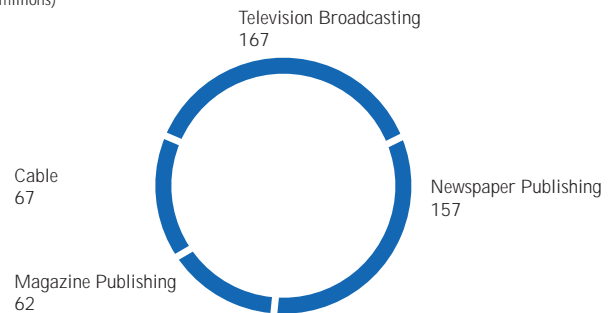
International Herald Tribune (50 percent of common stock)—a daily newspaper headquartered in Paris, France. In 1999 the International Herald Tribune had an average daily paid circulation of 234,710 in over 180 countries.

Los Angeles Times-Washington Post News Service, Inc. (50 percent of common stock)—a supplier of news, commentary, features, columns, sports, photos, graphics, series, reviews, and editorials to 700 clients in 50 countries.

Bowater Mersey Paper Company Limited (49 percent of common stock)—a newsprint manufacturer in Liverpool, Nova Scotia.

The Washington Post Company 1999 Operating Income

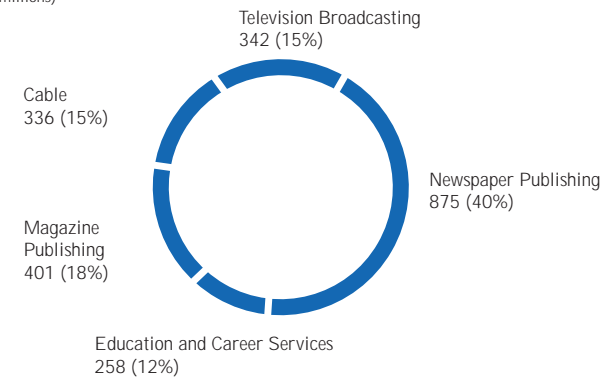
(\$ in millions)*



*excluding losses of \$38 million from Education and Career Services and losses of \$27 million from Other Businesses and Corporate Office.

The Washington Post Company 1999 Operating Revenue

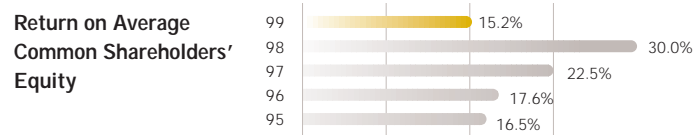
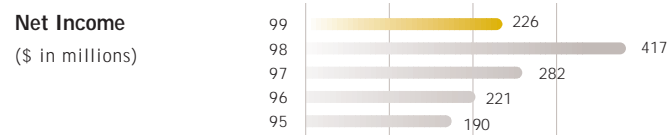
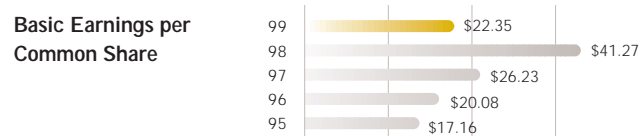
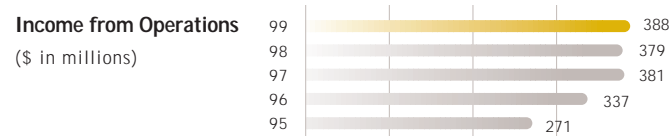
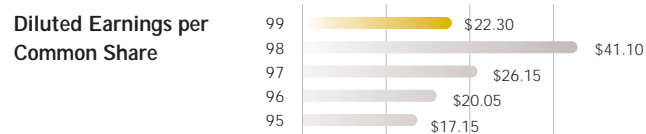
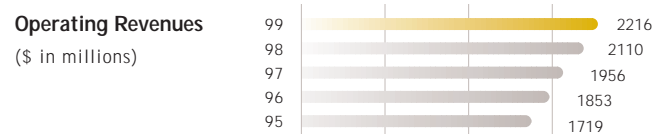
(\$ in millions)



FINANCIAL HIGHLIGHTS

(in thousands, except per share amounts)

	1999	1998	% Change
Operating revenues	\$ 2,215,571	\$ 2,110,360	+ 5%
Income from operations	\$ 388,453	\$ 378,897	+ 3%
Net income	\$ 225,785	\$ 417,259	-46%
Basic earnings per common share.....	\$ 22.35	\$ 41.27	-46%
Diluted earnings per common share	\$ 22.30	\$ 41.10	-46%
Dividends per common share.....	\$ 5.20	\$ 5.00	+ 4%
Common shareholders' equity per share	\$ 144.90	\$ 157.34	- 8%
Basic average number of common shares outstanding	10,061	10,087	—
Diluted average number of common shares outstanding	10,082	10,129	—



Numbers and charts can tell you only so much;

this letter is our chance to explain in detail what's going on at The Washington Post Company. To a level we hope does not become tedious, we will use this opportunity to try to explain the ups and downs of a year which the income statements can describe only incompletely.

To begin with what we think is the most important fact about 1999 at our company: we invested \$95 million in five new, large ongoing businesses, four of them Internet ventures: Washingtonpost.Newsweek Interactive; BrassRing, Inc.; Score!; eScore.com; and a newspaper-industry online classified advertising initiative, Classified Ventures. In 2000 we plan to invest about \$130 million more.

These investments are being made because we think they are attractive and, in a couple of cases, because we think they are necessary for the company's future. They have received all the careful analysis that well-informed divisional and corporate management can bring to bear, but there can be no certainty in making such investments at this time. Indeed, the great likelihood is that not all of them will succeed in the long run. If they do largely succeed, we will be a very happy and successful company.

If the investments had not been made at all, operating income for 1999 would have increased 16 percent (some of these investments are charged against operating income, and some are on the "equity in affiliates" line). But the success or failure of these investments, as well as the continuing growth of the cable division and Kaplan, will play the major role in determining our future success as a company.

Why should you trust us to invest our shareholders' money – your money – in these admittedly risky ventures?

First, we're investing alongside you. To an unusual degree, top management at this company has its net worth concentrated in company stock.

Second, our record to date is reasonably good. Our record in traditional investments, you know. That in Internet investments is spelled out on page 24. (Those results, however, were achieved in an ever-rising market in which most investors did well, and plenty did better.)

Third, we have seen tough-minded investors – Accel Partners, Tribune Company, and Central Newspapers in the case

of BrassRing; many others in the case of eScore.com – invest or profess willingness to do so at higher prices than we paid. This is gratifying and meaningful; whether it's simply a bull market phenomenon remains to be seen.

Finally, win or lose, you'll hear the results from us, project by project, in each of our subsequent annual reports – sooner if there's something we need to tell you. Any presentations (there are usually two a year) we make to analysts in the meantime will be posted simultaneously for you on www.washpostco.com.

Shareholders can be assured of one other thing: no effort is being made, or will be made in any organization we control, to diminish the effect on reported earnings of losses we incurred in these businesses. We take a very old-fashioned view of accounting for our results.

Also, this company's earnings do not flow in a regular or predictable quarterly pattern. This is the case now more than ever, since our startups and Web investments can accelerate or diminish at any time. We pay no attention to quarterly results, and anyone trying to decide whether to buy stock in our company based on what we will make in some future quarter is making a big mistake.

So let us sequentially try to answer two large questions: how are our company's major businesses doing now? And what is it we are investing in for the future?

Major Businesses Power Earnings

The company's major businesses continued to power our earnings and collectively to provide growth in 1999.

The Washington Post had a profit increase over 1998. Advertising revenue grew as the year went on and increased most dramatically in the fourth quarter. Just as gratifying, the paper's daily and Sunday circulation increased on the six-month September ABC Publisher's Statement. Daily circulation was up on the March 1999 statement as well.

It was a spectacular year journalistically for the entire newspaper. We won the Pulitzer Prize for public service for a series reporting that D.C. police officers had shot more citizens than any other police department in the country by a significant amount. The series ran at the end of 1998. At the very end of 1999, the police department reported that shootings of citizens last year were down 66 percent, a combined result of



DONALD E. GRAHAM
Chairman and Chief Executive Officer

KATHARINE GRAHAM
Chairman of the Executive Committee

our reporting and of careful and extensive management and training changes implemented by the department.

During the year investigative reporter Katherine Boo wrote a series of articles about conditions in the city's group homes for the mentally retarded, a series whose power simply had to be seen to be believed. It was some of the finest reporting ever published in the newspaper.

Likewise, investigative reporter Joby Warrick discovered decades worth of unsafe conditions in a nuclear processing plant in Paducah, Kentucky. After Warrick's reporting, conditions at the plant were transformed, though much remained to be explained about past violations. These two reporters' series led a group of remarkable reporting projects we were proud to print.

The year was darkened by the death in May of Meg Greenfield, The Post's editorial page editor, a Pulitzer Prize winner, Newsweek columnist, and much, much more. Meg was irreplaceable.

Steve Rosenfeld, her long-time deputy who had asked to leave the paper when Meg did, stayed and became her successor as editor of the editorial page. When Steve retired at year end after a distinguished 40-year career, Fred Hiatt assumed the job.

In January 2000, Bo Jones, who has been in charge of the paper's business operations since 1995 as president and general manager, became associate publisher as well, with additional responsibility for The Post's news operations. The editorial page will continue to report to Don Graham.

The Post began printing color in January 1999, retiring its 20-to-50 year old presses and inaugurating a new production era. Our new Mitsubishi presses not only allow The Post to display photography and graphics in more compelling ways, they also enable advertisers to promote their products more effectively. In addition, a new pagination system was creating most Post pages by the end of the year, opening many new opportunities for the paper.

Newsweek set another record. With Rick Smith at the helm, Mark Whitaker in his first full year as editor of the mag-

azine – and the impossibly strong team of Ann McDaniel, Jon Meacham, and Evan Thomas under him – editorial vitality grew. Newsweek won the National Magazine Award – its eighth, the most in the newsweekly field – for its groundbreaking reporting on the Monica Lewinsky scandal. Another high point was the signing of Anna Quindlen to write a biweekly column, which began in September.

Newsweek's technology coverage, headed by Steven Levy, has always been strong, and 1999 saw the publication of a special issue on e-LIFE. Three other special issues were published as well, on Health for Life, Issues 2000, and the death of John F. Kennedy Jr.

Newsweek's greatest strength remains its appeal to readers. You can measure it any way you want: the magazine's circulation statement is the strongest in the newsweekly field. Newsweek has more readers subscribing for longer terms, more paying full price, fewer receiving premiums. The inevitable conclusion is that people subscribe to Newsweek because they love the magazine. We'll try to keep it that way.

Post-Newsweek Stations (PNS) announced major management changes. Alan Frank, our long-time general manager at WDIV in Detroit, became president of the group. Kathleen Keefe moved from being general manager at WKMG in Orlando to become vice president-sales and marketing for the division.

Post-Newsweek Stations continued to be led by Bill Ryan, who in our book is the greatest group executive in TV broadcasting. Bill has been the author of countless coups during his years at PNS, which we have delighted in recounting to you in our annual reports. But the greatest of all tributes to Bill is the management team he has built. Alan Frank's succession to the presidency is simply a reflection of how many talented executives Bill has brought to PNS over 20 years. We look forward to what he and Alan will do in the future.

Post-Newsweek Business Information (PNBI) had a disappointing year. Revenue among computer-industry trade pub-

lications fell sharply, and profit fell below our expectations at the time we acquired the major portion of this business from Reed Elsevier in January 1998.

Bev Keil, chief executive officer of PNBI, decided to put responsibility for the division under Chuck Lyons, who for six years has done an outstanding job running Gazette Newspapers in Maryland (he'll continue to run the Gazettes as well). Chuck is an effective and consistent operator who has met every goal to which he has committed the Gazettes. In his first months in his expanded role, he started one new publication and has put PNBI onto a different footing. The market environment for trade publications is still not easy, but PNBI has strong managers at many levels, and under Chuck's leadership we look for improvement in 2000, and more in 2001.

A Major Cable Decision

The Post Company faced a difficult decision in 1999: should we join the legions of cable operators selling out for the highest prices in the history of the industry, or should we stay in the business? Our decision to stay was based on our unusual management team.

So many cable companies were sold in 1999 that Cable ONE, the 26th largest MSO in 1986 when we acquired it (then known as Post-Newsweek Cable), will be 9th after all the pending deals close. We are still a relatively small cable company, but because of Tom Might's direction Cable ONE is a very intelligent one. Tom plans to roll out the same variety of new services – digital video, cable modems, and telephony – that all other cable operators do. But we will proceed on a different basis appropriate to the nature of our markets and the customers we serve.

Tom has already put Cable ONE into the twisted pair ISP business in some of our markets, so CableONE.net is already a familiar address for thousands of our cable subscribers and will facilitate the introduction of future services.

Tom and his group have taken advantage of every change in the industry and have continued to record near-industry-high customer satisfaction ratings and very high profit margins.

As everyone knows, cable faces threats as well as opportunities. Satellite television suppliers have developed a good product, though cable's easier interactive applications will provide a huge plus. Tom will continue to shape Cable ONE into a force in the industry much bigger than its subscriber count.

Kaplan Continues to Accelerate

Kaplan, again, had an extraordinary year of growth under Jonathan Grayer's dynamic leadership.

First and foremost, the company's operating income from its traditional test-preparation business grew at a far faster rate than the increase in the number of test-takers. Demographics now will run strongly in Kaplan's favor. The number of students entering college and graduate school will be increasing for years to come.

Kaplan continues to provide test prep for college and graduate school entrance exams that far outclasses the competition. However, acquisitions and internal development have taken Kaplan far beyond test prep. The company now breaks down into three additional divisions:

- Kaplan Professional provides education and career services to business people and other professionals.
- Score! provides multimedia learning and private tutoring to children in kindergarten through twelfth grade.
- KaplanCollege.com is our new distance learning business, including Concord University School of Law, the country's first online law school.

We continue to invest heavily in the development of Score!, which opened its 100th center in December.

Score! has a lot of things going for it, including a truly remarkable leader in Rob Waldron, who has defined tough goals every year and then met them.

Children coming to Score! centers to improve their math, reading, and spelling results truly see a difference and have fun doing it. The Wall Street Journal in September wrote a piece about dozens of children who have chosen to have their birthday parties at Score!, surely a unique phenomenon for a place devoted to learning. The key to Score! is not its curriculum (superior as it is), but the centers' managers and coaches who provide energetic, enthusiastic support for students.

It will still be years before we see a profit from Score!, but this small company is meeting its goals and timetables.

We've also made a sizable investment in the initial development of a Score! website, eScore.com. It's a natural extension of the physical centers that makes educational resources easily available nationwide to parents and children through age 18.

The opportunity for a company that can help children learn on the Web is enormous. Many other companies see the opportunity, too. We think the battle will be one of execution, not strategy, and that's what Kaplan managers have excelled at.

Kaplan grew yet another Web startup in 1999, BrassRing, Inc. It's a partnership among Kaplan, Tribune Company, Central Newspapers, and Accel Partners. This new venture incorporates two Kaplan businesses, Kaplan

Professional's career fairs and HireSystems, which is a fast-growing application service provider for the emerging hiring management market. (BrassRing results are reported on the "equity in affiliates" line.)

BrassRing focuses on the exploding high-tech recruitment arena, building around HireSystems' unique technology advantages. HireSystems' customer base grew exponentially in 1999 under the astute leadership of Deb Besemer. But to succeed, BrassRing has to be far more than HireSystems; it has to be a place where employers can find the best candidates among a variety of Internet sources and solutions. That is what we are setting out to create.

In February 2000, BrassRing and Central's Westech division agreed to combine, adding the largest career-fair business in the country and Westech's Incpad site, a leading destination site for technology professionals, to BrassRing. Joan Sills, Westech's CEO, will become CEO of BrassRing. The combination will get BrassRing off to an even faster start, but our ownership share, originally 54 percent, will shrink to 42 percent. The negotiation underscored that other investors place a very large valuation on BrassRing.

More Progress at Washingtonpost.Newsweek Interactive

Across the river in Rosslyn, Virginia, Chris Schroeder and a very strong management team now lead Washingtonpost.Newsweek Interactive (WPNI). The rest of us feel busy, but the pace at WPNI leaves everyone else breathless. washingtonpost.com grew to an average of 74 million page views per month during the course of the year and retained its position as one of the strongest local news and information websites in the country. At various times during 1999, Media Metrix estimated washingtonpost.com's penetration of the local market at 20 to 30 percent. Most newspaper-based websites had 9 to 11 percent. Already, for local news and entertainment information, washingtonpost.com is a clear first choice among Washingtonians, a decision we reinforced with millions of dollars of advertising as the year went on. In addition, the site attracts a large national and international audience based on The Post's reputation for unique reporting and insight and the site's skill at delivering it. This focused audience represents a business opportunity.

Late in the year we announced what everyone at our company regards as a landmark alliance with MSNBC.com, MSNBC Cable, and NBC News. We needed video and audio

content for our websites; they needed print content for theirs. The agreement, when completed, will remedy those deficiencies as well as enhance our technological sophistication and bring us traffic from MSNBC.com, the largest news website in the country. The agreement has other exciting features for both partners as well, including the ability to offer multimedia advertising packages.

We also continue to be investors in Classified Ventures, a partnership among several newspaper companies designed to leverage local strength in classified advertising into a national online service. We're impressed with the management of Classified Ventures and the great success it has enjoyed in the automobile space. In Washington, we've also done well with Classified Ventures' houses and apartments listings.

A Traditional Investment

We made one large traditional investment in late 1999, investing \$383 million to repurchase 666,106 shares of our Class B stock, or 6.6 percent of the company's total outstanding stock, through a tender offer. In addition, we invested another \$43 million to repurchase 77,989 shares of Class B stock in unsolicited transactions. Our stock repurchases for more than 20 years have aimed at giving each shareholder a larger proportionate ownership of the company's properties. Since 1975 we have repurchased more than half of the outstanding stock of the company, which means you own twice as much of the newspaper, magazine, broadcasting, cable, and educational properties as you would have owned if Katharine Graham had not undertaken this program. While the stock is no longer at the bargain-basement prices of the 1970s, it still looked like a good value to us.

To Sum Up...

Events during the last year seem to make The Washington Post Company's traditional role more important than ever.

We are an independent company producing newspapers and magazines, television programming, cable services, and educational and career-management offerings of whose quality we're very proud. We also try to run a business whose value rewards our shareholders by growing in the long term. We've always succeeded in doing this up to now.

In essence we're asking our shareholders to invest more time than usual to understand what we are doing. In the past we have taken the profits from our five large businesses and

bought other companies in the same fields. We are still buying traditional education businesses. In newspapers, TV, and cable, prices seem very high to us. Developmental investments seem a wiser choice. But these will depress earnings as we try to grow new businesses.

In keeping with advice from our Board, we've traditionally liked to make investments only when pretty certain they would work out well. The kinds of developmental investments we've been making now cannot fit that pattern. Nevertheless, we feel that investing in WPNI, Score!, eScore.com, BrassRing – and there will be more – looks like the right choice for our shareholders. In one other sense, our Web investments are not similar to acquisitions in earlier years. Managing in this transitional environment is tough, and a company operating traditional and Internet businesses faces challenges in meshing the two. Conflicts between old and new businesses have to be minimized; they won't be avoided. This report contains a good deal of information about these investments. If there are important developments in any of them during the course of the year, we may write you to spell them out, as we did on one occasion in 1999.

Two Additional Notes

We have bragged about our Board of Directors in recent reports and regret that two of its most effective members – Jim Burke and Barbara Preiskel – are retiring. Both were outstanding directors and gave invaluable advice.

To close by going deep into the arcana of accounting: we have often spoken in the past about the effects on our earnings of reported pension credits. Pension credits reached an all-time high in 1999 and, if predictions hold true, will be followed by a swing downward in 2000.

In past years we have described these pension earnings as real, in that we will avoid spending that much of the company's money in the future on retirement benefits, but as of somewhat lesser quality than other earnings. One shareholder wrote last year to inquire why we included the "somewhat." He was right; the pension credit is of lesser quality than the rest of our earnings (though it is important that we have an amply funded pension fund), and it is important that shareholders take note of its extent.

The portion of reported operating income represented by the pension credit was 21 percent in 1999, up from 16 percent in 1998 and 8 percent in 1997. In the financial infor-

mation at the back of this report, you can find the credit broken out by business segment. In looking at our operating results, we look at income before the pension credit, and that is what we would recommend to you.

A lot is changing at The Washington Post Company, but three things will not change: Our dedication to quality will be as strong as ever. We will not fuff up our reported numbers with any tricks. And we'll try to report to you everything we would want to know if we were in your place about developments affecting the value of your investment.

A Final Piece of News

As the annual report was going to press, Alan Spoon, who had been the company's chief operating officer and a director since 1991 and president since 1993, informed us he was leaving to become general partner in Polaris Venture Partners, a Boston-based venture capital firm. We will miss him greatly. Anyone who knows much about The Post Company knows that Alan has played a crucial role in many of its successes. The shape of the company today has a great deal to do with Alan's judgment, his technical sophistication, and his choices of people. As a result, we have fine businesses, excellent management, and exciting prospects for the future. Our aim, which Alan did so much to further, remains simple: to build a company that delivers extraordinary quality to its customers and extraordinary results to its shareholders.

Sincerely,

Donald E. Graham
Chairman and Chief Executive Officer

Katharine Graham
Chairman of the Executive Committee

March 10, 2000

The Washington Post Company and the Web

By separating all business functions into the best, most efficient digital alternative, the Web forces companies to ask an almost-Biblical question:

WHO AM I?

What's my soul? Am I a manufacturer, an assembler, or a brand?

Where do I need to be great?

WHAT IS THE ESSENCE OF THE VALUE I ADD?



Adding Value and Beating the Competition

We're committed to using the Web to add value to all that we do. Our mandate is to improve our products, build on our relationships, and create new thrusts that capitalize on the texture, functionality, and richness of the Web and the digital world beneath it.



The Future of Washingtonpost.Newsweek Interactive

A Conversation with Chris Schroeder

Q: washingtonpost.com has made a lot of progress quickly. What are your next goals?

Schroeder: Journalism and journalistic integrity are our core, just as they are at the newspaper. In addition, however, washingtonpost.com will be a broader and definitive place essential to think, live, breathe, function, interact, and transact in the Washington area.

First, we will create a real community online in addition to a place where people can go for articles and content.

Second, we will invite our community members and institutions – hospitals, schools, cultural and arts groups, etc. – to work much more closely with us. We want to be real partners with these groups and hope that they want to partner with us – and not just in the advertising sense – because they know washingtonpost.com draws loyal, repeat traffic and has people's trust.

Third, we will continue to increase focus on interactivity. We've been offering Live Online discussions with Washington Post reporters and other members of the Washington community on key issues critical to people here. Real relationships are being established in our communities on washingtonpost.com. We follow that up with community message boards to allow people to continue the dialogue. This is only the beginning. Broadband will offer even greater opportunities with audio and video in these areas.

Fourth, we will emphasize personalization. The ability to personalize the experience – to find and use information and tools that are important in your day-to-day living – is imperative to our audiences.

Fifth, we will facilitate Web transactions, especially with our local retailers.

Q: Although washingtonpost.com is one of the most deeply penetrated sites locally, it gets almost half its traffic from outside the Washington area. What opportunities does this present?

Schroeder: The Washington Post Company, as a whole, offers one of the greatest news and information capabilities and brands in the world. washingtonpost.com has a unique opportunity to leverage these capabilities outside of D.C. – around the world in fact – to become a key bookmark for anyone’s news and information needs. This is especially the case as we emphasize our unique ability to explain Washington to the world – Washington politics and government, certainly, but also the exploding Washington technology market. There is much we can do here alone and in partnerships.

Q: Is this enough to distinguish washingtonpost.com from competitors?

Schroeder: What can distinguish us from our competitors are our knowledge, resources, and commitment to our community and the trust we establish. One of the things that has struck me most about the Internet is the willingness of people to get online and talk about needs and concerns they would never discuss in person. There are going to be trusted sites where people know the information and interaction are accurate and fair – that the time they spend will be well rewarded, and their sense of community protected. Nobody is better positioned to leverage and develop this kind of relationship than washingtonpost.com is in our various local and national communities, although we have a way to go before our bulletin boards become sophisticated discussion venues.

Q: Classified advertising, an area of great interest and opportunity, is discussed in some detail on page 13. What progress are you making in banner advertising?

Schroeder: Banner advertising will continue to be a real part of our revenue stream, at least in the immediate future. But we’re still present at the Internet’s creation. Right now companies are spending only a fraction of their ad dollars on the Internet versus traditional media. That percentage will grow as companies discover what this medium offers and how we can help them target their needs with new tools and capabilities that go beyond banners.

Q: Why is the alliance with MSNBC.com, MSNBC Cable, and NBC News important?

Schroeder: The first concrete benefit of the alliance for us is increased traffic to Newsweek.com, while MSNBC can leverage the best in in-depth news coverage. In addition, there are very powerful cross-promotion advantages to both the NBC-affiliated and Post-affiliated partners. As for the future, I see powerful opportunities in the broadband world. To me, broadband means devices that are on all the time in people’s homes and it means multimedia. This is an opportunity for Washingtonpost.Newsweek Interactive to be partners with a trusted organization that understands not only the medium of video but also the connectivity between video and the Internet. At the same time, we will offer an expertise and excellence in context and in-depth journalism that is unparalleled.

Q: Profitability, of course, is on everyone’s mind. Is there light at the end of the tunnel?

Schroeder: I know I won’t be satisfied until I’m running a profitable business. At the same time, as in any period of fundamental change, you have to get out and establish credibility and credentials. You have to spend – in product, marketing, infrastructure, people. But when you consider what a small portion of advertising revenue in Washington now goes to the Internet and that we can be a major player in increasing that percentage, you start seeing paths to profitability that are crystal clear. And that’s even before we build the kinds of relationships I mentioned earlier, before we develop e-commerce opportunities, and before we exploit our national and international opportunities. So I’m optimistic.

“The Internet changes everything,” it is often said. But if the Net has altered the way people get their information and conduct their business, it hasn’t changed the fact that people are still curious about the same kinds of things that have always engaged them. Like the weather, the economy, or whether that politician in the news can be trusted.

Recognizing what readers want to know and realizing what readers need to know is what journalists must do, whether the medium is print, broadcast, or the World Wide Web. That is what we strive to do at washingtonpost.com.

Each evening around 8 p.m. the editorial staff at washingtonpost.com begins remaking the site for the next morning, using as our basic building blocks the stories that Post editors have selected as their strongest offerings for the next day’s newspaper. Readers eager to get an early look at what The Post will be reporting the next morning can see nearly all the top stories on the website by 10:30

p.m. the night before. Recognizing the importance that Web audiences place on late-breaking news, The Post has also inaugurated an online-only edition called the PM Extra, which washingtonpost.com publishes each weekday at 1 p.m. Eastern time.

But there is much more to publishing a successful news site than just displaying The Washington Post online. To take advantage of the Internet’s potential, washingtonpost.com has developed a team of online journalists who not only possess computer skills, but also understand how to “edit” a Web page so that readers can quickly find what most interests them.

Washington Post stories strive for texture and context, but only so much perspective can be provided within the space limitations of a daily newspaper. Through carefully chosen links, washingtonpost.com editors can enhance Post articles by making available original source material, reference sources, and perspective from The Post archives.

What distinguishes the Internet from other media is its inherent interactivity, and washingtonpost.com is doing all we can to embrace that attribute. Searchable databases that allow users to retrieve such practical information as movie show times and restaurant reviews have become commonplace on our site. So have powerful search engines for job hunters, real estate shoppers, and auto buyers.

With the announcement recently of our alliance with MSNBC and NBC News, washingtonpost.com expects to learn more about how to combine text, photos, graphics, and video on the site in ways that enhance our storytelling. Pushing the boundaries of photojournalism online is one of our priorities this year.

Critical to our site identity are our Live Online talk shows, in which Post reporters and their sources field questions and engage in spirited discussions with our users. In a typical week, washingtonpost.com offers as many as 40 hours of regularly scheduled talk.

Ultimately, it is this involvement with our users that will make washingtonpost.com not only a news site but also a news community like no other on the Web. That’s what we mean when we say we want to be your home page.

From News Site to News Community

By CHRIS MA

MARY MOSLANDER

Vice President and General Manager

WashingtonJobs.com

Washingtonpost.Newsweek Interactive



SUSAN O'LEARY

General Manager, Local Recruitment Initiative

The Washington Post Company

Q: How is The Washington Post Company going to win the recruitment classified battle, especially against the big, national, dot-com competitors?

O'Leary: The Post Company has a huge advantage over national competitors because we've been in this business for decades and we have priceless relationships with consumers and advertisers in our local market. We have a brand that means very important things. We need to leverage these attributes in the online world while also being bold and executing well – and we're doing this.

Q: What's the strategy for recruitment in particular?

Moslander: Fundamentally, WashingtonJobs.com is in the business of building relationships with two different groups in this category: First, career-minded individuals who want to identify the right career, develop themselves for that career, and find a job in that career. Second, recruiters who are trying to hire faster and more efficiently. The national sites don't have the ability to create these ongoing, long-term relationships in a particular market. To put it succinctly, for the national sites, it's about job listings. At WashingtonJobs.com we're talking about relationships.

Q: How is online technology affecting these relationships?

O'Leary: Online technology facilitates people's access to information. A job seeker can research a company using its website, acquiring more information than what could have run in a newspaper ad or on a radio spot. HR people can proactively search a resume database of potential candidates rather than wait for resumes to come to them. The Internet reduces the cycle time for the match between job seeker and recruiter.

Moslander: Newspapers are still one-way communication. You're listing a job and you're hoping someone reads it and responds. A website allows you to start to build an interactive community. You can create an environment where a company representative, through the use of message boards and questions and answers, can convey the culture of a company, what it's like to work there.

A Report from the Front

Mary Moslander and
Susan O'Leary
Talk About Online
Recruitment Classifieds

Q: Can technology provide a competitive edge?

Moslander: Many national job sites use four or five information fields for their job listings: location, company, title of the job. WashingtonJobs.com goes further. We can create a database that includes what a job requires, some skill-based information, criteria that go beyond title and location. We can couple that with a very extensive database of candidate profiles that include information candidates have provided about their skills and capabilities that go beyond their standard resume. So now we have two rich databases of multiple relevant fields, and through our powerful matching tools we can deliver a faster hire for the recruiter and a better fit for the job seeker.

O'Leary: Technology also enables us to create events for people to come and be part of this community. We do it through virtual, or online, career fairs. Recruiters and job seekers come together for 15 days on the Internet. One client made ten hires from a virtual career fair. Ten hires! Their return on this investment will far outpace the recruitment ad dollars spent in many other media.

Q: Does handling resumes on the Internet present privacy issues?

Moslander: A resume is one of the most intimate pieces of information we share, often with complete strangers. In the online world, where people post a resume rather than hand it to another person, people must feel confident that WashingtonJobs.com is an environment of trust and integrity. A trusted site allows the passive job seeker in particular – someone who is not officially on the market, attending a career fair, or reading the classifieds – to seek out what they want to do next with their career. Passive job seekers are extremely important to recruiters because they often mean a higher quality hire.

Q: How are The Post Company's efforts different from what other newspaper companies are doing?

O'Leary: We're different from other markets in print because of our strong circulation penetration and strong classified market share. The same is true online. WashingtonJobs.com delivers an online value right now that other newspaper sites can't match. The Washington Post Company has done it by aggressively selling, listening to customers, and moving quickly.

Moslander: Many newspapers are taking their print recruitment listings and putting them online the same way they do cars, apartments, and home listings. WashingtonJobs.com's goal is to be a career management portal and to do something fundamentally different online. This is not just another distribution medium. It's a medium that is changing the way people manage their careers. Another difference between us and other sites is that many companies have spent a lot of time creating content online and then trying to wrap a business model on top of it. In this category it's completely different. It's about a business model for which we're developing content. That's a fundamental shift in the way online is being run.

Q: What about pricing? How can WashingtonJobs.com compete with sites that offer listings, not to make money, but merely to attract viewers?

Moslander: The low-price sites are just throwing up listings. That's not a value proposition to the job seeker or to the recruiter. The Washington Post Company has been able to generate a revenue stream in online classified since 1997. If a site doesn't do that, it should be a clear sign that this is not a business the owners take seriously.

Q: Is this an exciting business to be in?

O'Leary: Extremely. And it's also rewarding. We're not just pushing widgets. We're helping people find jobs, and we're helping employers find the right candidate. That sense of contribution to the community makes it very rewarding.



Attacking the Value Chain and Creating New Paradigms

We know how the value chain can be sliced to optimize any element, presenting opportunities and threats. We've got a number of teams (but not yet enough) working on Internet-related efforts both to attack existing value chains and/or new market needs.

How Kaplan Does Business on the Web

“Kaplan is using the Web to offer more effective, convenient, and personalized learning. By making high-quality education accessible to a broader population, we are helping people build their own success stories.”

JONATHAN GRAYER, President and Chief Executive Officer, Kaplan, Inc.

kaplan.com

kaplan.com's goal is to serve as a portal to Kaplan's network of educational services. Organized around four distinct businesses – kaptest, KaplanCollege, eSCORE, and BrassRing – kaplan.com is positioned to be a leading provider of educational services to those who pursue life-long learning opportunities online and off.



eSCORE.com

SCORE! launched eSCORE.com, the first educational services site on the Web for parents, designed to help them understand and nurture their child's individual learning needs. Emphasizing a highly customized site experience and direct contact between parents and education specialists, eSCORE.com has created a new e-education category, one that blends the best of the Internet with interactive person-to-person services.



KaplanCollege.com

KaplanCollege.com aims to be the leading provider of online education for working professionals who are looking to advance their careers. Consisting of the first online law school (Concord University School of Law) as well as programs in paralegal studies, legal nurse consulting, and criminal justice, KaplanCollege.com will greatly expand its online offerings in the spring of 2000, adding programs in nursing, education, information technology, real estate, business, and management.




kaptest.com

Launched in September 1999, kaptest.com is the premier e-commerce website providing college-bound and graduate-school-bound students nationally recognized, comprehensive test-preparation products and services. During the year, kaptest introduced online prep courses for the GMAT, GRE, LSAT, NCLEX-RN, CPA, and SAT, as well as a college admissions course and an application essay review service.

A Classic Internet Success Story

Deb Besemer Describes HireSystems



Q: What exactly does HireSystems do?

Besemer: In a nutshell, HireSystems helps companies hire better people faster. We use technology to shorten the time it takes to do everything in the internal hiring process: identify the right candidates, and get the candidates through the selection procedure.

Q: How has HireSystems changed the hiring process?

Besemer: It used to be that all the resumes for a certain job would go to human resources. Then human resources would go through the stacks of resumes, identify a few candidates, and send those resumes off to the hiring manager. It could take a long time. HireSystems can process every candi-

date's resume within 24 hours and deliver an electronic folder of the most likely prospects, not only to the human resources manager, but to the hiring manager's computer as well. Before the Web, you also had to install hardware and software at every hiring manager's or recruiter's desk. That, too, was very costly and time-consuming. It could easily be six months until someone was up and running. With the Web, all you need is a browser and an Internet connection.

Q: How are you able to process so much information so efficiently?

Besemer: We have 300 part-time employees who work from their homes using the Internet. They break down every candidate's resume into a structured data format. This makes it easier and faster to identify the best candidate. It also enables companies to analyze their candidate pool. That's really important. For example, a company can determine how many resumes came from a particular source, and of these candidates, how many were hired. So the company can make better decisions about where to invest its recruitment dollars.

Q: What makes you better than your competitors?

Besemer: First, our "secret sauce" – the quality with which we summarize candidate information. Second, our reputation for service. Software companies just drop off their software and disappear. As an Internet company, we service each customer day after day, month after month. But even among Internet vendors, we have a much better reputation for service.

Q: How fast are you growing?

Besemer: We're about five times the size we were a year ago in every metric: revenue, number of customers, number of employees.

Q: What makes you different from most application service providers?

Besemer: Unlike most ASPs, we use the Internet both for the front-end – what the client does – and the back-end – what we do to process a resume. That's important because it doesn't take much to be an application service provider. You can build a Web application in six months, right? What's special about HireSystems is the quality with which we handle the candidate data in our factory. Nobody could build that in six months or more.

Providing Internet Services via Cable - Why We Waited

By TOM MIGHT

The broadband highway isn't just for city slickers. It's coming soon to Ada, OK, Pascagoula, MS, Prescott, AZ, and 40 other non-urban Cable ONE markets long before it passes most urban homes. We take great pride in serving mid-market towns that have been forgotten and bypassed by the bigger telecommunication companies. Cable ONE has survived to become the 9th largest cable operator in the United States and passes more than one million homes in these all-American towns.

With 55 percent PC penetration, these towns barely lag behind the national average. And just like all other PC users today, they want Internet access and they want it fast. That's a great opportunity for Cable ONE.

An important question we faced was when to launch this new service. We didn't want the high cost and obsolescence risk of the early proprietary cable modem technologies. On the other hand, we didn't want to wait for high-speed cable modem technology to be standardized and perfected before we could build our market share and our ISP know-how. So two years ago we launched CableONE.net as a traditional dial-up

ISP. It's now available to 70 percent of our customers, and we're adding over 1,000 new customers per month. Our Kirksville, MO, system already has 21 percent penetration, and several other systems are approaching double-digit dial-up ISP penetration.

With this experience we have built an Internet management and state-of-the-art central help desk called Solutions Center to provide the necessary friendly customer support.

Today, with Cable Labs-certified standardized modems, customers can confidently buy high-speed cable

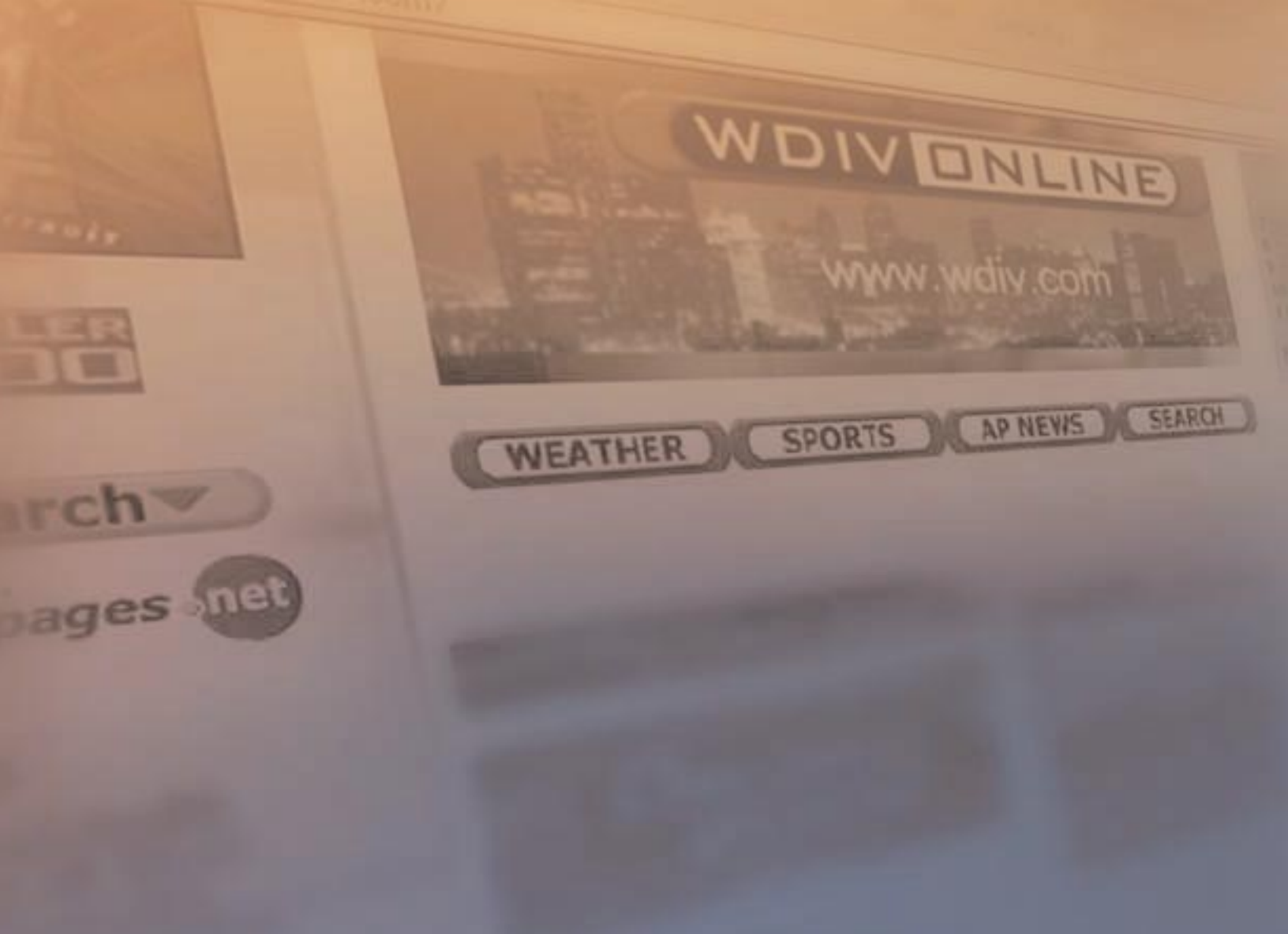
modems that are as widely compatible as PC telephone modems are today. In fact, many major PC manufacturers now ship new PCs with a cable modem option. But for most customers, plug and play USB port modems will be the way to go, making customer self-installation a snap.

Soon, many of our customers will have a choice of traditional dial-up or high-speed, always-on CableONE.net. In April we will launch cable modem service in four test markets: Ada, OK, Sioux City, IA, Fargo, ND, and Biloxi, MS. After thorough technical tests and marketing trials, cable modems will be rolled out in one to two systems per month beginning in October. Thirty percent of our customers will have access to the high-speed service by the end of 2000, 73 percent in 2001, and 87 percent in 2002.

Cable ONE is excited about the new revenue growth and market value that high-speed cable modems will bring to The Washington Post Company, but nothing can match the excitement of the towns we serve that had feared being bypassed by the Internet superhighway. They will be on the good side of the digital divide. This is a great opportunity to solidify our already strong customer relationships!



THOMAS O. MIGHT, President and Chief Executive Officer, Cable ONE



Adapting to New Realities and Building New Relationships

Incumbents migrating from traditional businesses to new, Internet-based platforms are assaulted with conflicts, both internal and external. The Post Company has been no exception. Fortunately, we're through that bumpy patch and are back up to speed – focused on readers, viewers, users, and advertisers more than internal debate.

How the Web Deepens Newsweek's Relationship with Readers

By MARK WHITAKER

Remember when you first heard surround sound after a lifetime of listening to stereo? That's how big a difference the Internet will make to the Newsweek experience. In the often overwhelming era of 24-hour news, we believe the role of the weekly magazine is more valuable than ever – to help cut through the clutter; to dig behind the headlines with in-depth reporting and thoughtful reflection; not to mention to give readers everything from the wit of the Conventional Wisdom Watch to the wisdom of Anna Quindlen and George Will. But now the Internet allows us to offer compelling “extras” that will only strengthen the most important relationship we have – with our readers.

Newsweek reporters have always gotten scoops that didn't hold until our Saturday deadline; now we can publish them online. That's how we first broke Michael Isikoff's reporting on the Clinton-Lewinsky scandal (which went on to win last year's National Magazine Award for Reporting). It allowed us to publish the first interview with China's leading dissident, Wei Jingshen, after he was released from prison, and to break the news that Sean “Puff Daddy” Combs would be indicted after a shootout in a Manhattan night club. Obviously, we have to make sure that what we publish on the Web meets the same high standards for relevance and accuracy that we set for the magazine, since in the age of Matt Drudge, journalistic credibility will be an increasingly precious commodity. But there's no reason our superb team of reporters can't break news every day.

The added value that the Internet allows us to offer doesn't end there. We can print the full versions of interviews, book excerpts, and profiles that otherwise would get “left on the cutting-room floor.” We can provide extra information, and point to other websites, to help readers learn more about back-of-the-book subjects like health, science, and family. Most important, we can make our reporters available to answer questions, as we now do every week in our Wednesday and Thursday online

“cover talk” and “political talk” with the authors of that week's main story. We've always aimed to publish the kind of reporting and commentary that gets people talking around the dinner table. Now we can practically sit down with them.

MARK WHITAKER, Editor, Newsweek



Our new alliance with MSNBC.com, the nation's largest news website, and NBC News, and MSNBC Cable will mean only one thing: a much bigger audience for everything we do on the Web, and in the magazine. It's gotten off to a terrific start, with our reporters going online and on the air almost every day to talk about the stories we're working on. And as we move forward, MSNBC's state-of-the-art technology will keep us on the cutting edge of the next “broadband” phase of high-speed video and audio delivery on the Web. Eventually, our vision is a completely interactive Newsweek experience in which the content of the magazine drives readers to our website, and vice versa. Just check out our new feature called “Question Time,” which is already generating thousands of Web responses to a weekly question we pose in the Periscope section of the magazine. Question: What's the potential for more good ideas like that? Answer: Unlimited.

Why Television Stations Must Harness the Web

A Conversation with Alan Frank

ALAN FRANK

President, Post-Newsweek Stations



Q: We don't hear much about the impact of the Internet on local television stations. How do you view its challenges and opportunities?

Frank: For a while it wasn't clear what the impact of the Internet would be on local television; now it's clear we have to view things differently. News and information are becoming a convenience-driven commodity. The digital revolution is being led by consumers, 95 percent of whom are office workers with PCs at their desks. They want customized news and want to spend less time getting it. Their information choices are endless. Our challenge is to shape how people use the Internet and focus them on our vehicle as a primary information source.

Q: How can you maintain leadership in this increasingly crowded news environment?

Frank: Our edge is local. Our customers know us as neighbors, friends, family. Our viewers know that we can put change in perspective – a local perspective. Our job is to be the local news and information suppliers of the future. This is a very important fact to remember because technology is just the tool, not the message. Because it's not about the "device" – TV or the Internet – it's about providing important, compelling, quality information through a range of portals that service the consumer of information best.

Q: It's usually hard for ongoing operations to adapt to changes of this magnitude. Have you encountered problems?

Frank: PNS stations are leaders and innovators. We're in touch with our communities and practice strong journalistic values. We're in a perfect position to leverage the goodwill and success we've rightfully earned in each of our markets. We intend to use that platform to deliver our product into whatever channels our customers will be using. Don't forget, we in television have been incorporating technological change since the beginning. This time around, we must use the Net as a way to extend the quality and quantity of what we provide.

Q: How can you distinguish yourselves from other local television sites?

Frank: Leadership in news is one way. Another way is through promotion. Post-Newsweek stations are not only community leaders, but marketing leaders. Our expertise in harnessing the power of television to market and promote is acknowledged throughout the industry. We will use our own air to position our Web services so they become top of mind with viewers.

Q: Few companies are going solo to exploit the Web. How will partnerships increase your capabilities?

Frank: The qualities that make us market leaders also make us a prime candidate for partnerships and alliances that can multiply our capabilities. Our recent investment in Internet Broadcasting Systems, IBS, will help catapult our websites into the forefront of local sites throughout the country. IBS brings expertise in local websites, powered by the latest technological tools. The combination of their enhancements and national network of news and information resources, in concert with our market-specific dominance, affords us a cost-efficient way to become major content players on the Web.

Can Newspapers Thrive in a Digital World?

By STEVE COLL



A new era for newspapers is emerging as Internet use spreads and deepens. New competitors, new audiences, and new pathways for distribution already are reshaping life in The Post's newsroom. For reporters and editors the greatest challenge involves adapting our work to World Wide Web formats that emphasize speed, active interaction with readers, and a new synthesis of words, pictures, and sound.

Compared to earlier arrivals of radio, television, and cable as news and information

sources, the Web's format is in many ways friendlier to a newspaper's journalistic strengths and ambitions. A paper of The Post's size works as a kind of information supermarket where readers scan and select what suits them. The Web provides vast and continuously moving new shelf space for supplemental, customized news that readers can search, manipulate, and sort to their own tastes and needs. On washingtonpost.com, readers can already find breaking headlines, neighborhood crime reports, movie times, news sorted by countries, regions and zip codes, tools for tracking personal financial data, local and national political analysis, a wealth of classifieds, and much more. The depth and flexibility of such offerings will continue to grow. And the renewable excitement of breaking news means that The Post can, through washingtonpost.com, enliven the Internet's deep information resources with a sense of immediacy, discovery, and even civic purpose.

The many ways Web users interact with information and with each other also offer a chance to reinforce the unifying sense of community that develops between a good newspaper and its readers. This is already happening. Local Post subscribers use washingtonpost.com to supplement their newspaper reading and to talk directly with Post reporters and columnists. And far-flung new readers from Calcutta to California are discovering an interactive, Web-savvy version of a newspaper they knew by reputation but rarely had a chance to read.

The Web's fast-breaking, 24-hour news environment challenges newspapers to go back to the future by reviving the excitement of multiple daily editions. Because washingtonpost.com's largest audience assembles during the early afternoon, when some of the morning paper's news may be dated, The Post last autumn launched PM Extra, an online-only afternoon edition reported and edited by newspaper staff. More such editions are planned, and efforts have been expanded to update the news continuously.

The Post can innovate and experiment on the Web, bolstered by confidence in its old-fashioned journalistic values – accuracy, independence, completeness, honesty, depth, and a commitment to holding governments and public institutions accountable. In the Internet era, we believe these bedrock journalistic values will be as important – and as rewarded by readers – as they were in every previous era of technological change. If not more so: The chaotic explosion of channels made possible by the Web is driving online audiences increasingly toward credible and reliable news outlets.

BrassRing.comSM



GET YOUR CAREER ONLINE

Username: Password:

LOGIN

REGISTER

HOME

FIND EVENTS

SEARCH JOBS

MY PROFILE

CAREERZINE

ABOUT SITE

Welcome to Brass Ring Events, where it's easy to get your career online. Search our event and job databases below, and submit your resume now to **one or more events.**

Toronto Virtual Fair

Visit the Toronto Online Event starting March 10th.
Click here for details.

Search for a job:

Advanced Search

Terra-Starr, a BrassRing Co.
Looking for a Terra-Starr here
a subsidiary of our company.

Keeping Current and Making Money in the Process

At The Post Company, in addition to extending our resources and building from within, we're also doing lots of deals with wholly new partners – to acquire Internet-related capabilities, to take seats at tables where we can learn about the Internet future, and to capitalize on the value we bring to fledgling Internet companies.

Our Internet Investment Strategy

By RALPH TERKOWITZ



RALPH TERKOWITZ
Vice President - Technology
The Washington Post Company

At The Washington Post Company we've been active both in developing our own Internet properties and investing in Internet companies. In both of these endeavors our approach has been to stick to our knitting. We don't invest in opportunities simply because they may result in a handsome return. Rather, we invest in companies that we believe will be good investments and will complement and enhance our core capabilities: providing quality, timely information and education to the consumer.

Specifically, we look for investments that:

- extend our brands
- cannibalize our businesses
- enable our businesses to compete better in the Internet economy
- increase our understanding of what it will take to achieve success in the new digital world.

A word about cannibalization: While most successful managements have traditionally shied away from potential cannibals, we've been eager to embrace them. If we believe someone will inevitably cannibalize one of our businesses, we'd rather it be one of our companies. And because we understand our existing marketplaces better than an Internet startup, we believe we're more likely to be successful.

Perhaps the best example of our investment strategy is what we've done in the Internet employment classified advertising space. We've made several investments that have enabled The Washington Post and washingtonpost.com to be the best

supplier of local job classifieds, in print and online – even if those decisions could impact The Post in the short term.

Although not every investment has met our expectations, most have done well so far. For example, by investing in Junglelee and using its technology, The Post has been able to deliver the largest, most comprehensive suite of employment listings to our readers. Junglelee's sale to Amazon.com produced a lucrative return for us, and we continue to benefit from this investment because of the knowledge we acquired and the superior product we continue to offer. Our investments in Personal Logic, CareerPath, and other companies have supported our employment advertising strategy. BrassRing and WashingtonJobs.com hope to take advantage of this cumulative learning to redefine the way companies recruit and hire.

Internet Investments

In addition to BrassRing and eScore (described elsewhere), over the past several years the company has invested more than \$40 million in the 15 Internet-related companies listed below. Through the end of 1999, the company had realized pre-tax gains of more than \$60 million on the sale of some of its investments in these companies. In addition, the company had a substantial amount of unrealized gain in the remaining portfolio, including approximately \$28 million in publicly traded securities.

Academic Systems Corporation	InterSurvey, Inc.
ACTV Inc.	21st Century Communications, Inc.
At Your Office, Inc.	Junglelee Corp.
Bigstep, Inc.	Personal Logic, Inc.
City Search, Inc.	Proxicom Inc.
eLogic, Inc.	WEBTV Networks, Inc.
e-Niche Incorporated	ZonaFinanciera.com, Inc.
Internet Broadcasting Systems, Inc.	

Television Broadcasting

Broadcast division operating income decreased 2 percent to \$167.6 million in 1999, from \$171.2 million in 1998. Revenues were lower due to the absence of almost \$26 million of Olympic and political advertising which the stations generated in 1998. However, the division achieved record operating and cash flow margins.

WDIV in Detroit, KPRC in Houston, and WPLG in Miami began broadcasting an HDTV signal in 1999. WKMG in Orlando expects to begin an HDTV broadcast in the fall of 2000. KSAT in San Antonio and WJXT in Jacksonville do not have to be on the air with an HDTV signal until 2002.

An agreement was reached with Internet Broadcasting Systems (IBS) whereby each Post-Newsweek station will partner with IBS to expand its news distribution on the Internet. The IBS partnership enhances the stations' continuing commitment to local news and to the communities they serve.

WDIV-Detroit remained the top NBC station in the top ten U.S. markets in 1999. The station also continued its dominance as Detroit's leading station for local news. WDIV won four out of the five key news time periods in the November sweeps and was named Best Newscast by the Michigan Association of Broadcasters.

A year-long campaign invited viewers to vote for their "Choice of the Century" among favorite Michigan leaders. Thousands of viewers voted by mail, phone, and over the Internet. Detroit's own Rosa Parks, the mother of the civil rights movement, was voted Person of the Century in Michigan.

wdiv.com was one of the market's most popular websites and a clear first among Detroit TV station sites. The site features everything from an employment service – Job Connection – to live webcasts of the station's big events.

WDIV launched Weather Warn 4 in 1999, which proved to be a lifesaver. This exclusive service e-mails and pages registered viewers with advance warning of severe weather. It provided crucial minutes for viewers to seek cover when deadly storms swept through the area during the summer.

KPRC-Houston led the market in advertising revenue and launched a number of initiatives to help improve the station's audience ranking. Among the most important was its PEOPLE 2 PEOPLE service. Created by KPRC's consumer unit, PEOPLE 2 PEOPLE matches people with specific needs with those who have services they want to donate. For example, a dentist capped an indigent child's tooth without charge; a van was donated to a handicapped police officer shot in the line of duty.

Akin's Army, led by consumer reporter Emily Akin, is KPRC's team of volunteers who staff phone lines from 11 a.m. to 1 p.m. each weekday, helping people solve their consumer problems. The most interesting stories are featured on KPRC newscasts during Emily's Report. Akin's Army received about 12,000 calls in 1999.

Kim Perrot, a popular Houston Comets basketball player, captured the hearts of Houstonians when she announced she had cancer. Before she died, she set up a project to fund a place where critically ill children can spend recreation time with their families while receiving treatment. KPRC, in partnership with the Houston Comets and the Houston Rockets, launched a one-day on-air fund drive featuring popular stars from both teams that raised over \$400,000.

WPLG-Miami-Fort Lauderdale continued to deliver the largest daily viewing share among the eight English-language stations in this increasingly competitive market. WPLG maintained its winning edge in daytime programming, prime access, and the 6 p.m. and 11 p.m. newscasts. ABC network primetime programs also showed a strong resurgence among the key adult 18-to-49 and 25-to-54 viewers.

The station unveiled a new state-of-the-art news set mid-year. The increased flexibility designed into the set has allowed Eyewitness News to showcase anchors, reporters, and guests with much more creativity and audience appeal.

The station's long-standing commitment to investigative reporting paid great dividends in 1999. WPLG's highly respected investigative teams filed exclusive stories each month, including pieces about the questionable practices of Miami-Dade County's highest public school officials in securing advanced degrees from "diploma mills" and rampant election fraud and scandal in the City of Miami.

Channel 10 maintained its involvement in community affairs through the production of live, primetime Town Hall Meetings dealing with controversial and timely issues affecting the community. The station used its remote production facilities to take these programs into the community with live audience participation.

WKMG-Orlando grew news ratings in spite of significant declines in local news viewership in Central Florida over the past two years. For the second year in a row, WKMG was the only station to show audience growth, not only in news, but also in the key 4 p.m.-to-11:30 p.m. time period.

Local programming efforts in 1999 included a Health Special on strokes, WKMG's 45th anniversary, and special programming around numerous local sports events. Spot news specials included extensive coverage of Hurricanes Dennis, Floyd, Harvey, and Irene and a special program after the death of golfer and Central Florida resident Payne Stewart.

WKMG's weather equipment upgrade, begun in 1998 and including coast-to-coast Doppler radar, new weather computers, and the installation of new weather cameras, was completed in early 1999. The weather equipment investment paid off during hurricane season when three hurricanes threatened Central Florida and Hurricane Irene hit along the coastal counties.

KSAT-San Antonio saw significant increases in its dominance of the market in news and local programming. Already-impressive household numbers grew even stronger in the key younger demographics and once again made KSAT-12 News number one at noon, 5 p.m., 6 p.m., and 10 p.m.

KSAT launched a Heat Relief effort during the summer months, collecting and delivering thousands of electric fans to residents who needed relief from the sweltering temperatures. When Hurricane Brett devastated South Texas, KSAT developed a strategy to provide complete, ongoing coverage and was on the air for hours, tracking the storm and leading residents to safe shelters.

One of the worst police fatalities in the state occurred when three South Texas police officers were shot by a gunman who lured the officers to his house and opened fire. KSAT sent news anchor Steve Spriester to the scene, where he reported for three days, providing the most complete and thorough live coverage in the market.

South Texans got a chance to speak out and be seen when KSAT launched KSAT CHAT, an interactive video booth that allows residents to voice their concerns and have them aired on television. KSAT CHAT is part of the station's continuing efforts to strengthen its relationship with the San Antonio community.

WJXT-Jacksonville celebrated 50 years on the air, continuing its history of market dominance in all dayparts, especially local newscasts.

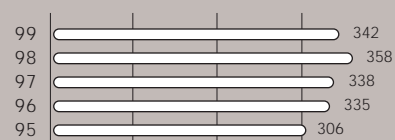
Weather played havoc with WJXT's 50th-anniversary celebration, which had to be postponed as Jacksonville battened down to ready for Hurricane Floyd. For 40 hours Eyewitness News stayed on the air as Jacksonville's beaches and riverside neighborhoods were evacuated. The crisis worsened as evacuees found themselves trapped in gridlock on the Florida and Georgia interstates. Those WJXT employees not working in the field manned phone banks at the station, answering calls from frightened viewers desperate for information.

Market tumult continued in '99 as Gannett (owner of WLTV) and Clear Channel (owner of WAWS) took advantage of the relaxed duopoly rules to acquire new properties in Jacksonville. WJXT's long history of stable ownership and quality programming again set the station apart from the herd.

Television Broadcasting Division

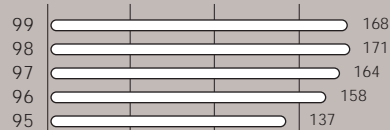
Operating Revenues

(\$ in millions)



Operating Income

(\$ in millions)



Newspaper Publishing

Newspaper division operating income increased 13 percent in 1999 to \$156.7 million, from \$139.0 million in 1998. Revenues rose 3 percent to \$875.1 million, from \$848.9 million the prior year. At the newspaper division, 1999 included 52 weeks compared to 53 weeks in 1998. Operating losses from investments in electronic media (primarily the continued development of washingtonpost.com) rose approximately \$8 million. These losses are now reported in the Newspaper Publishing segment.

The Washington Post turned in a strong performance. Revenue grew 2 percent, and operating expenses decreased 2 percent as The Post benefited from a decline in newsprint expense and additional pension credits.

Advertising, which started slowly in the first two quarters, ended the year with noteworthy gains in a broad range of industry segments. Total advertising revenue increased 3 percent to \$649.9 million, from \$630.1 million in 1998, which was a 53-week year.

Classified advertising revenue rose in the face of increased online competition. Automotive advertising showed solid gains, and recruitment also grew. Real estate advertising suffered due to a lack of housing inventory caused by the strong local economy.

Technology, telecommunications, movies, media, travel, and financial advertising each experienced double-digit gains for the year. Internet advertising in the newspaper also provided substantial incremental revenue growth. Broad-based increases in retail advertising were curtailed somewhat by a change in the activity of two major accounts.

For the first time in six years, daily circulation at The Post for the 12 months ending September 30 showed a slight increase. The gain resulted from new sales initiatives and a growing presence in school classrooms in the region. Sunday circulation declined just under 1 percent for the same period.

The Post's new production facilities met expectations. A new pre-press process and a new pagination system were successfully implemented during the course of the year.

Washingtonpost.Newsweek Interactive (WPNI) continued to stake an ambitious claim online for The Washington Post and Newsweek in 1999. WPNI made significant strides in expanding The Washington Post Company's news and information franchise nationally and globally, as well as building a definitive local news, information, and e-commerce presence.

Anticipating the arrival of broadband and multimedia news delivery, WPNI led negotiations that resulted in a strategic alliance with MSNBC.com, MSNBC Cable, and NBC News, and The Washington Post, Newsweek, and washingtonpost.com to share news material and technological and promotional resources across multiple platforms. The relationship provides WPNI with significant audio and video assets for washingtonpost.com and greater exposure online and on television. MSNBC.com, MSNBC Cable, and NBC News now have access to the deep, broad news content of The Washington Post and Newsweek.

A major component of the relationship will be the launch by mid-year of Newsweek.MSNBC.com, which will be Newsweek's exclusive home on the Web. Plans for the new site include joint coverage of selected major events and breaking news, multi-platform programming projects, and expanded Internet coverage. The new site will benefit from increased visibility on MSNBC.com, as well as cross-platform advertising sales opportunities and cross-promotion of the various properties among the companies' media.

Throughout 1999, WPNI met its aggressive revenue goals. washingtonpost.com continued to rank among the top local and national online news and information sites, attracting an average of nearly two million unique users and over 74 million page views per month.

Recognizing the advantage in providing Washington Post journalism online throughout the day instead of the ubiquitous wire copy of other news sites, washingtonpost.com introduced PM Extra, a Web-only midday installment of articles and updates written by Washington Post print reporters. Weekdays at 1 p.m., people can log on to washingtonpost.com and find fresh Post content with all of the authority, voice, and context that they have come to expect.

With the goal of combining award-winning news coverage with practical, in-depth information, entertainment, and e-commerce services, washingtonpost.com completed the first phase of its transformation into a network of separately branded news and information-specific "super channels" in 1999.

Five new channels were introduced on wider 800 x 600 pages. OnPolitics was launched as an authoritative year 2000 campaign and election super site. Onwashington.com debuted to provide rich and deep community news, information, and interactivity to people living in the greater Washington area. It offers detailed community information sorted by neighborhood or zip code and customized to suit individual interests. Live Online – a popular feature offering several hours daily of moderated discussions with Washington Post editorial staff, newsmakers, and experts – also was introduced as its own channel.

washingtonpost.com relaunched its Entertainment Guide and introduced a new look, feel, and functionality, including online ticketing through Ticketmaster. To better meet the needs of consumers and advertisers, the site created one-stop shopping for all of its commercial services – from online shopping to classified products – via its Marketplace section. In addition, the site’s new, enhanced local employment offering – WashingtonJobs.com – is the leading source of information about jobs and careers in the fast-growing Washington, D.C., region.

The National Weekly Edition of The Post, with a circulation of approximately 76,000, continued to serve a national readership with a strong interest in news about politics, foreign affairs, popular culture, public policy, and personal finance.

Washington Post Writers Group launched its own website (www.postwritersgroup.com) and added its first comics editor in 1999 to develop new business in both areas. Revenue from international sales continued its steady growth, rising 10 percent over 1998. To expand its photo reprint business, the Writers Group licensed two outside companies to sell selected news and sports photos via the Web.

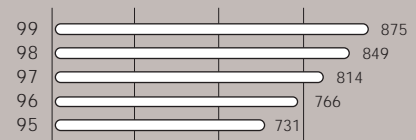
The Herald (Everett, WA) continued to benefit from a buoyant local economy and established record operating profits and margins for the second straight year. Led by a strong surge in classified advertising and preprints, Herald advertising revenues finished the year 10 percent ahead of 1998, the highest growth rate since 1985. When combined with lower newsprint prices, operating income jumped 25 percent.

In its second year, The Herald’s county-wide monthly business publication continued its strong growth curve, nearly doubling advertising revenues over 1998.

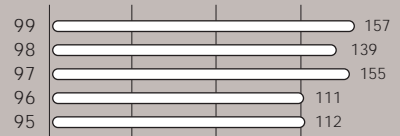
Gazette Newspapers launched its 31st community newspaper in 1999 en route to its sixth straight year of operating income growth. Total circulation at year end, including the weekend regional edition, The Montgomery Gazette, reached 480,000 copies. In February 2000, The Laurel Gazette was launched, with a circulation of 27,000, increasing total circulation to 507,000. The Gazette achieved complete pagination – straight to film – for all of its publications. The company’s commercial printing business, Comprint Printing, had its best year ever, surpassing \$1 million in operating income. The Gazette received an award for General Excellence from Suburban Newspapers of America, as well as awards for creating a worklife program for its employees and for corporate volunteerism.

Newspaper Publishing Division

Operating Revenues
(\$ in millions)



Operating Income
(\$ in millions)



Cable

Cable division operating cash flow continued its rapid increase, reaching \$140.2 million, up 11 percent from \$126.5 million in 1998, and up 34 percent from \$104.7 million in 1997. Revenue increased to \$336.3 million, up 13 percent from \$298.0 million in 1998, and up 30 percent from \$257.7 million in 1997. The cash flow and revenue increases are due primarily to significant acquisitions that took place from 1996 through 1998 when Cable ONE added over 200,000 new customers.

As the market value of its cable subscribers soared in 1999, so did the cost of the subscribers the division had been happily buying in years past for less than \$2,000 per subscriber. As a result, acquisitions slowed to only 10,000 new subscribers last year, which accounted for all the division's growth, from 733,000 at the end of 1998 to 739,000 at the end of 1999. Cable ONE's 72 percent basic penetration makes it the most highly penetrated cable operator of significant size, and unfortunately also limits its opportunity for internal subscriber growth.

Cable ONE has continued its three-year-old intensive focus on customer satisfaction with good results. Based on 1,000 monthly customer surveys, satisfaction remains high and many underlying components of customer satisfaction have risen significantly since the division was rebranded Cable ONE in 1997.

Even though DBS competition intensified in 1999, Cable ONE patiently continued preparations for a 2000 launch of new digital video and high-speed cable modem services. Significant technical, economic, and marketing advantages are being gained by waiting.

Cable ONE will launch digital video with over 200 channels — including broad pay-per-view sports offerings — using refined fourth generation digital boxes with substantial performance enhancements. By delaying the introduction of cable modems a short while, the service can be launched exclusively with Cable Labs-approved standard DOCSIS modems, which cost much less than earlier proprietary models and avoid significant legacy interoperability issues. Cable modems will be sold at retail rather than leased.

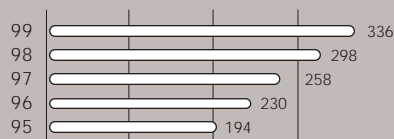
The division does offer traditional dial-up Internet access to 70 percent of its customer base under the brand name CableONE.net, which has allowed it to develop a full set of ISP skills and gain market share prior to the important high-speed cable modem launch. At the end of 1999, CableONE.net served 12,000 dial-up Internet customers and was adding more than 1,000 new Net customers per month.

Aggressive capital spending on rebuilding and headend interconnects accounted for most of the \$62.6 million in capital spending in 1999. With 84 percent of the plant upgraded, mostly to 550Mhz, rebuild capital will begin to slow down after 2000.

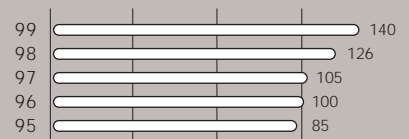
With the current limited acquisition opportunities mentioned above and significant digital video and cable modem start-up expenses in 2000, cash flow growth in 2000 may slow to single digits, but then resume a healthier pace once the base of new service revenues grows.

Cable Division

Operating Revenues
(\$ in millions)



Cash Flow
(\$ in millions)



Magazine Publishing

The Magazine Publishing division, which includes Newsweek, Inc., and Post-Newsweek Business Information, Inc., recorded operating income of \$62.1 million in 1999, an increase of 39 percent over operating income of \$44.5 million in 1998. Revenue totaled \$401.1 million, slightly ahead of 1998 revenue of \$399.5 million.

Newsweek had a strong year in 1999, turning in record operating income for the third year in a row. The increase was driven by a solid gain in domestic advertising revenues, substantial growth in the pension credit, and careful cost controls. Overall expenses declined by 3 percent as a result of the increased pension credit and cost control measures.

Newsweek continued to serve readers with forward-looking coverage of major news events, as well as in-depth coverage of family, religion, health, science, and technology.

The fall saw two launches. e-LIFE, which is scheduled to appear twice a year, helps readers understand the increasingly complex digital environment. Teen Newsweek, which made its debut in September, is aimed at middle schools and produced in partnership with Weekly Reader.

Domestic advertising revenue was fueled by strong gains in the computers, software, and telecommunications categories. In virtually all categories, the growth of the Internet contributed to increased pages of print advertising.

The magazine's strong showing in recent syndicated research fueled ad sales growth. Newsweek's U.S. edition reached a total readership of more than 19 million, according to the latest MRI study. Newsweek's domestic paid circulation remained strong and profitable at nearly 3.2 million.

Newsweek International's business picture remains a major challenge. Continuing economic turmoil in Asia and intense pan-regional competition for advertising dollars left the overseas editions short of their revenue goals. Bright spots included growth in the European market and a strong showing by the December special edition "Issues 2000," published both in the U.S. and overseas in cooperation with the World Economic Forum in Davos.

Newsweek remains the only news magazine with weekly foreign-language editions — in Japanese, Korean, and Spanish. An Arabic-language edition will be launched in 2000. Itogi, Russia's first independent news magazine, is also published in cooperation with Newsweek.

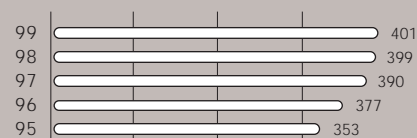
In December, Newsweek acquired Arthur Frommer's Budget Travel magazine. Launched in 1998, the bimonthly magazine became the top-selling travel title at newsstands after just one issue.

Newsweek Productions expanded its health programming to include a 30-part "Health Scope" series on the Discovery Health Network and a new weekly "Health Point" series for The Health Network, in addition to continuing production of "HealthWeek" on PBS.

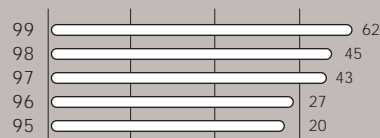
Post-Newsweek Business Information (PNBI), publishers of controlled-circulation trade periodicals for the technology industry, had a difficult year as an industry-wide decline in advertising depressed results. However, Washington Technology, which serves the systems integration market, had a good year, and there were solid financial performances by FOSE, an annual trade show, and Newsbytes News Network, an international Internet news provider. PNBI incorporated its monthly technology magazine, TechCapital, into a new twice-monthly publication, Washington Techway, launched in January 2000 with a companion website, www.washtech.com. It focuses on the exploding non-government technology business market in the nation's capital.

Magazine Publishing Division

Operating Revenues
(\$ in millions)



Operating Income
(\$ in millions)



Education and Career Services

Kaplan, Inc., continued to evolve into a broad-based provider of education services and products, including several fast-growing e-commerce businesses. The company changed its name from Kaplan Educational Centers in December 1999 to reflect the transformation. Kaplan’s revenues climbed to \$257.5 million, and Kaplan achieved growth in each of its four operating divisions.

Test Prep and Admissions had revenues of \$156 million in 1999. The center-based business had another strong year. Revenues from its English-language business grew by 27 percent due to an expansion of offerings and strong international interest in American education. Kaplan also had strong growth in its courses for nursing, law, and medicine. Kaplan continued to expand its health sciences business and acquired the assets of Compass Medical Education Network, L.L.C., a Chicago-based company specializing in programs for medical students and physicians seeking professional licensure and continuing medical education. In the pre-college arena, Kaplan introduced the first national center-based college admissions courses.

In the fall of 1999, Kaplan launched kaptest.com, making Kaplan’s test prep and admissions courses available in new geographic markets and to students who value the convenience and accessibility of online education.

Kaplan Publishing reached nearly a million students through books, software, and the Kaplan/Newsweek newsstand guides. With the increasing importance of statewide assessments, Kaplan Learning Services offered instruction, staff development, and curriculum to major city school systems and in the process reached thousands of students and teachers.

Kaplan Professional broadened its educational and training solutions for companies and individuals with the acquisition of Schweser’s Study Program for the Chartered Financial Analyst exam. Dearborn Publishing, a leading supplier of training and curriculum for securities, insurance, and real estate professionals, grew revenues by 20 percent. Revenues for Perfect Access, which delivers customized software education and consultation to law firms and businesses, increased by 33 percent. Also new in 1999 was the acquisition of Self Test Software, a world leader in certification practice tests for the IT industry. Kaplan continued to develop Call

Center Solutions, which provides software to assist human resource services for the call center industry.

KaplanCollege.com is a distance learning unit specializing in professional and higher education. In 1999 it offered degrees and/or certificates to 8,000 students in law, paralegal studies, legal nurse consulting, and criminal justice. KaplanCollege.com includes Concord University School of Law, the nation’s first online law school, offering J.D. and Executive J.D. degrees to an untapped niche of professionals, family caretakers, and working students whose circumstances prevent them from attending a fixed-facility law school. Two hundred fifty students were enrolled in Concord at year end. KaplanCollege.com will introduce new professional and higher education programs in 2000.

SCORE!, a leading provider of after-school learning programs for children as well as educational resources for parents, posted revenues of \$23 million. Its after-school learning centers, where children in grades K through 12 develop academic skills and confidence in a high-energy, multimedia environment, opened its 100th center in 1999 and served 40,000 students.

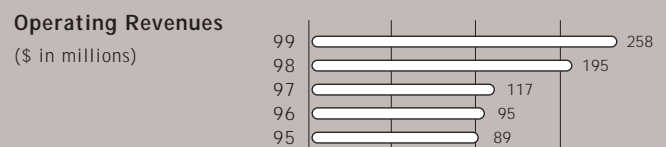
SCORE! Prep serves high school students with in-home tutoring for standardized tests and academic subjects.

eSCORE.com is the first educational services website designed to help parents of children – newborn to age 18 – determine the best activities, products, and services for their children’s education and development.

BrassRing, Inc., is a business-to-business hiring management and recruitment company that Kaplan helped create in 1999. Kaplan contributed a number of business units to the new company, including HireSystems, a leading provider of Web-based hiring management systems, and Career Services, one of the largest providers of career fairs in North America.

BrassRing’s mission is to help employers hire better people faster. Its method is to provide a comprehensive and integrated portfolio of customizable online and offline services. These services will run from event-based and online sourcing of candidates, to company-wide applicant tracking and hiring management systems. BrassRing results are reported on the “equity in affiliates” line.

Education and Career Services Division



Stock Trading

The Washington Post Company Class B common stock is traded on the New York Stock Exchange with the symbol WPO.

Stock Transfer Agent and Registrar

(General Shareholder Correspondence)

First Chicago Trust Company, a division of EquiServe
Post Office Box 2500
Jersey City, NJ 07303-2500

(Transfers by Overnight Courier)

First Chicago Trust Company, a division of EquiServe
c/o S.T.A.R.S.
100 William Street
New York, NY 10038

(Transfers by Certified Mail)

First Chicago Trust Company, a division of EquiServe
Post Office Box 2506
Jersey City, NJ 07303-2506

Shareholder Inquiries

Communications concerning transfer requirements, lost certificates, dividends, and changes of address should be directed to First Chicago Trust Company Shareholder Relations Group. Inquiries may be made by telephone (201) 324-0498, or by fax (201) 222-4892 or 222-4872. Those who are hearing impaired may call the Telecommunications Device for the Deaf (TDD) at (201) 222-4955.

Internet—www.equiserve.com

E-mail—equiserve@equiserve.com

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The Herald
www.heraldnet.com

Gazette Newspapers
www.gazette.net

Comprint Military Publications
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Post-Newsweek Stations
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www.kprc.com
www.wplg.com
www.wkmg.com
www.wjxt.com

Cable ONE
www.cableone.net

Newsweek
www.newsweek.com

HealthWeek
www.pbs.org/healthweek

Post-Newsweek Business Information
www.pnbi.com

FEDnet/FEDimaging
www.fedimaging.com

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GCN Shopper
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GCN State & Local
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Newsbytes News Network
www.newsbytes.com

Washington Technology
www.wtonline.com
www.italmanac.com

Washtech.com
www.washtech.com

Washington Techway
www.washtech.com/washtechway

Form 10-K

The company's Form 10-K annual report to the Securities and Exchange Commission will be provided to shareholders upon written request to Treasurer, The Washington Post Company, 1150 15th Street, NW, Washington, DC 20071.

Annual Meeting

The annual meeting of stockholders will be held on Thursday, May 11, 2000, at 8:00 a.m., at The Washington Post Company, 9th floor, 1150 15th Street, NW, Washington, DC.

Common Stock Prices and Dividends

The Class A common stock of the company is not traded publicly. The Class B common stock of the company is listed on the New York Stock Exchange. High and low sales prices during the last two years were:

QUARTER	1999		1998	
	HIGH	LOW	HIGH	LOW
January-March	\$595	\$517	\$540	\$462
April-June	\$582	\$510	\$576	\$514
July-September	\$574	\$508	\$606	\$493
October-December	\$586	\$490	\$578	\$481

During 1999 the company repurchased 744,095 outstanding shares of Class B common stock – 666,106 shares through an issuer tender at a per share price of \$575 and 77,989 shares in unsolicited transactions at prices no higher than the last sale price on the New York Stock Exchange. Of the total shares repurchased in 1999, 57,900 were included in trading volume on that year's consolidated tape and accounted for 2 percent of such volume.

Both classes of common stock participate equally as to dividends. Quarterly dividends were paid at the rate of \$1.30 per share in 1999. At February 1, 2000, there were 23 Class A and 1,154 Class B shareholders.

Kaplan, Inc.
www.kaplan.com
America Online Keyword: Kaplan

Kaplan Test Prep and Admissions
www.kaptest.com

KaplanCollege.com
www.kaplancollege.com

Concord University School of Law
www.concordlawschool.com

Score!
www.eScore.com

BrassRing
www.brassring.com

Dearborn Financial Publishing, Inc.
www.dearborn.com

Self Test Software, Inc.
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