UBS Media & Telecommunications Conference
New York City
December 8, 2008

Remarks by Donald E. Graham
Chairman of the Board and Chief Executive Officer

I can understand why, with the shape of the financial world the way it is, you would want a speaker from Washington, DC, the financial capital of the United States, where most of our country's banks and many of our other premier financial institutions are now owned.

The amazing financial circumstances of the last six months aren't good for anybody, but The Washington Post Company may be about as prepared as anyone to handle the recession.

At The Washington Post Company, we have some businesses that will not do badly as circumstances change in the financial industry and in the rest of the U.S. economy. (Our advertising-based media businesses will do worse.) That's not to say we wouldn't prefer a booming, expanding economy. We would, but we still look to the future with some degree of optimism.

We've always had a rather strong balance sheet, though there isn't a company in the Unites States that doesn't wish its balance sheet were even stronger.

We have had only $400 million of what used to be long-term debt, though it rolls over in February of next year. In addition to that, at the end of the third quarter, we had $109 million in commercial paper and other debt outstanding, and as is usual in the fourth quarter, it has gone down since then. We expect to refinance the $400 million debt by borrowing money in the capital markets or issuing commercial paper.

The Washington Post Company

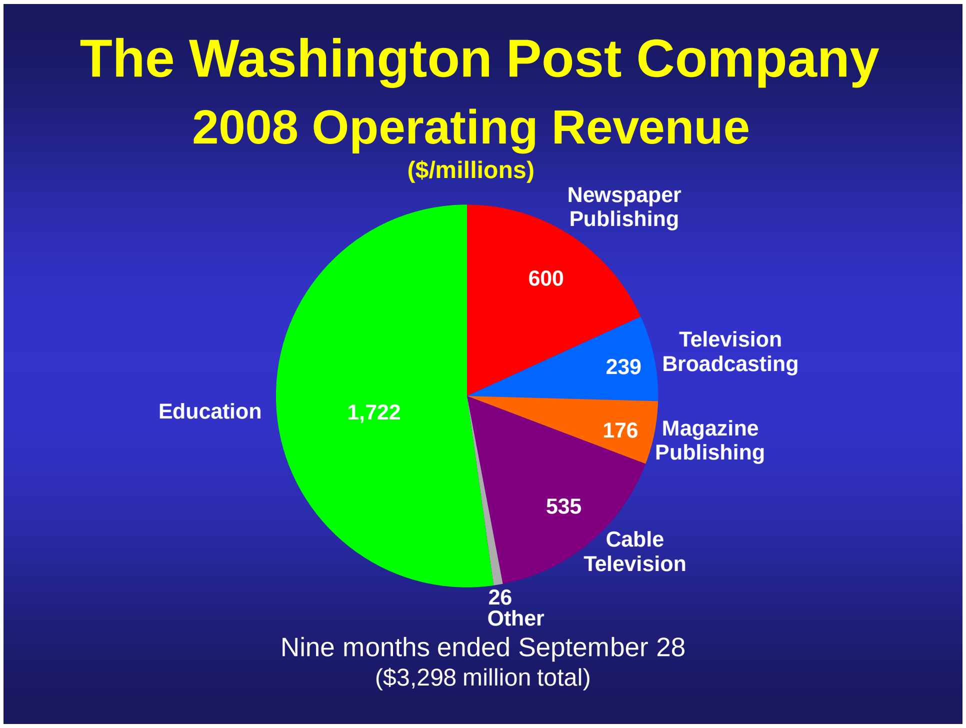
Long-Term Debt Ratings

Moody’s	A1
Standard & Poor’s	A+

We were gratified that Moody’s and S&P affirmed our long-term debt ratings; our Moody’s rating is A1 and our S&P rating is A+. These ratings reflect the diversified nature of our businesses, with education and cable now our largest profit centers.

We have a deal with NBC Universal to buy television station WTVJ in Miami for $205 million on December 31, assuming all conditions of the deal are met. If the deal closes, we will have an unusual duopoly in Miami in which we will own and operate the ABC and NBC stations in the market.

The Post Company’s most profitable businesses tend to have very strong cash flow characteristics. Cable One is by far the most capital intensive, but, as I’ll demonstrate once again in the cable section of this presentation, the cable company continues to generate free cash flow for shareholders year after year. The main impact the financial crisis will have on Cable One is its effects on our customers, not its immediate effect on our results.



I will walk through our largest businesses and begin by talking about Kaplan, which through nine months of this year constituted 53% of our revenues and which has turned in another very strong growth year.

KAPLAN

HIGHER EDUCATION

($/millions)

	2007	2008	
Revenue	743.3	914.4	↑ 23%
Operating Income	89.3	121.7	↑ 36%

Nine months ended September 30

Kaplan Higher Education has had an extremely strong 2008 and should continue its strong performance in 2009. Kaplan Higher Ed consists of brick and mortar campuses in 20 states, including Kaplan University, which offers courses online to nearly 44,000 students.

KAPLAN

HIGHER EDUCATION

	2007	2008	
Total Enrollment	81,600	99,700	↑ 22%

As of September 30

We have roughly equal numbers of students enrolled online or at our campus locations. And while their demographic characteristics – the degrees or diplomas they are pursuing – may be quite different, all of our students attending the brick and mortar campuses or online have a common objective: to get a better job or to get a credential that may mean a higher income.

Kaplan Higher Ed has seen no slackening of demand since the financial crisis hit and unemployment began to rise. In this, we are no different from every other large provider in the higher education business. Historically, when economic times are challenging, students have wanted to go back and acquire new credentials.

I dwell on this because Kaplan Higher Ed is Kaplan's largest single business and, therefore, The Post Company's. Its economic prospects are excellent, although we will be investing millions of dollars in starting new programs or new campuses that we think will pay off in increased value to shareholders.

Kaplan's other businesses are all over the lot in terms of the impact of the financial slowdown on their health.

KAPLAN

TEST PREP AND ADMISSIONS

($/millions)

	2007	2008	
Revenue	438.4	458.0	↑ 4%
Operating Income	68.8	62.4	↓ 9%

Nine months ended September 30

Kaplan Test Prep is more than our traditional test prep business; it also includes Score, which has reported weak operating results, as well as K12 and our English-language programs. Ordinarily, traditional test prep has done better in economic downtimes because the number of students wanting to go to grad school increases. We haven't seen a major movement in this direction, but it wouldn't surprise me.

KAPLAN

PROFESSIONAL

($/millions)

	2007	2008	
Revenue	312.0	349.8	↑12%
Operating Income	26.9	15.3	↓43%

Nine months ended September 30

Kaplan Professional, including a couple of Kaplan's businesses overseas, will be hurt by the recession, no question about it. The number of people preparing for jobs in real estate, in financial careers and in accountancy – where our U.K. company has quite a large business – will go down. But the picture is mixed, and quite strong growth in Asia and some individually strong Professional programs will contribute to Kaplan's long-term progress as well.

Kaplan's basic aims won't change because of the volatile financial environment. We are not rushing to maximize profits or margins today. We're trying to build the most valuable possible business for our shareholders in the long term.

KAPLAN

14-Year Comparison
($/millions)

	1993	2007	
Revenue	77.1	2,030.9	⇧
Operating (Loss) Income	(6.0)	149.0	⇧

Over 14 years, Kaplan has built a business that is more than 50 times larger than it was at the time of acquisition and is stronger in every respect.

Three weeks ago we announced that Jonathan Grayer, the CEO of Kaplan since 1994, had resigned from the company. Today's Kaplan, one of the world's largest and fastest growing education companies, is entirely a reflection of Jonathan's brilliant leadership over the last 15 years and the management team he hired. Jonathan took over a test prep company that was losing money. He leaves a multi-national, multi-disciplinary company with a sensational 14-year record, reflected here on this chart.

Jonathan has been succeeded by Andy Rosen, Kaplan's longtime president and also, simultaneously, the longtime CEO of Kaplan Higher Education. Andy and Jonathan worked together closely throughout the last 15 years, and Andy has contributed immensely to the shape and success of all of Kaplan today. Almost every Kaplan business has reported to him at one time or another. And he is most experienced with our largest asset. We are replacing a very strong chief executive officer with another.

CABLE ONE

($/millions)

	2007	2008	
Revenue	461.1	535.0	⇧16%
Operating Income	89.9	116.0	⇧29%

Nine months ended September 30

Cable One has also been having a very impressive year in terms of revenue and operating income growth. Our cable company couldn't be stronger in terms of its service, its reputation and the quality of its products.

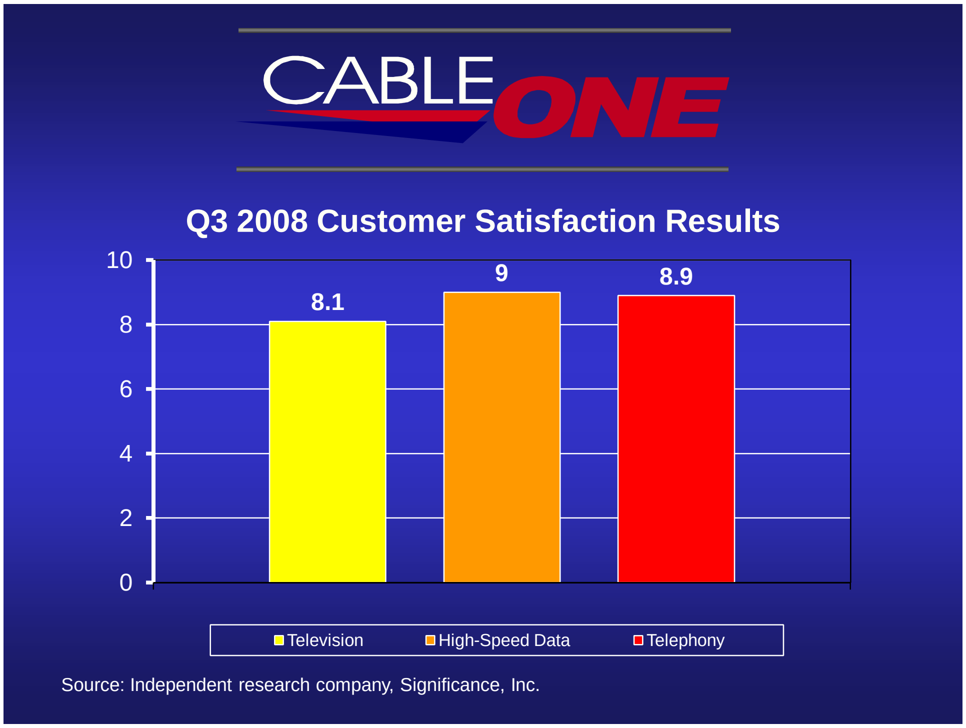
CABLE ONE

Subscribers

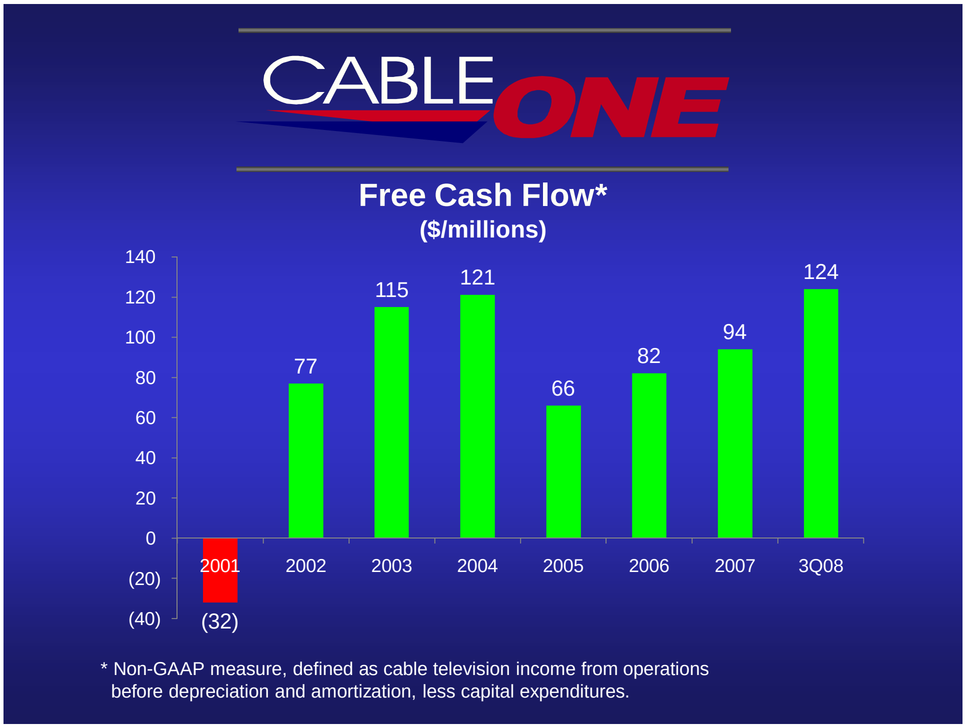
	2007	2008
Basic	699,268	701,711
High-Speed Data	329,815	368,614
Digital	221,033	224,231
Telephony	40,225	90,994

As of September 30

The majority of our video customers now get their high-speed Internet connection from Cable One, and given how we all feel about Internet access, they'll be very reluctant to discontinue the service. The problem here is likely to be bad debt, as we've learned in recessions past. Cable One's markets are smaller towns and cities. They don't have the highest demographics, and if customers lose their jobs, that will have an impact on our numbers.



But we continue to have a very strong competitive position in all our markets, and Tom Might's "eccentric" idea of a cable company built around quality of service continues to demonstrate strength. Bad debt and a slower climate for additional products such as telephone will inevitably have an impact on Cable One's reported numbers, but this is a business we are really pleased to be in in this downturn.



As I mentioned at the start, Cable One has a very unusual cash flow history for a cable company. In every year but one since The Washington Post Company has owned it, Cable One's free cash flow has been positive. Here are the figures since 2001, the only year we were negative. So even after capital expenditures, Post Company shareholders have been rewarded by their ownership of Cable One.

POST-NEWSWEEK STATIONS, INC.

($/millions)

	2007	2008	
Revenue	246.5	238.5	↓ 3%
Operating Income	100.6	86.4	↓ 14%

Nine months ended September 30

Broadcast television continues to be a highly profitable business for The Post Company, but here the recession has had a major impact on our customers and on our advertising.

Possibly the most surprising thing that happened in this business in 2008 was that political advertising – particularly in the presidential campaign – fell far short of our 2004 numbers. This is understandable in Texas, which was written off early by the Democrats, and in Michigan, where John McCain famously pulled out his dollars and workers early in the general election.

But it is quite surprising that our Florida stations did not see nearly the ramp up in 2008 that they did in 2004, and it is disappointing. The two campaigns differed so wildly in their resources that the Obama campaign, having an almost infinite amount of money to spend, chose to spend much of it with network advertising. The McCain campaign had minimal resources and had to husband them. And this year, there were few campaigns for state office that contributed substantial political advertising. We booked $22.4 million in political advertising through November.

Three of our stations, San Antonio, Jacksonville and Miami, continue very strong ratings performances. WDIV in Detroit remains a strong station in a very challenged market. KPRC in Houston has begun to slowly restore some of the audience we lost three years ago and to get back some of its lost revenue. Our problem, by and large, isn't station performance, it's media industry performance. These are still high-profit businesses, although not as high as they were, and high margin businesses, although lower than before. We'll stack up Post-Newsweek Stations' performance against any other group in the country, but 2008 isn't a high-water mark for any broadcaster.

I know that you are interested in the picture at The Washington Post and Newsweek. Both companies are under new management in 2008, with Katharine Weymouth taking over as CEO and publisher of Washington Post Media, which includes the newspaper and our online operations, and Marcus Brauchli becoming executive editor of The Post.

At Newsweek, the team of Ann McDaniel and Tom Ascheim has taken over. Both The Post and Newsweek will lose money in 2008. An extremely difficult climate for advertising will challenge us to demonstrate any improvement at all in 2009, although we will be trying to do that.

The Post and Newsweek, editorially, have had another very strong year.

The obvious increase in national attention to the campaign, the President-elect and the government caused our Internet traffic to soar, and has certainly resulted, in the short term, in a strong increase in how much people across the country care about the government in the United States.

The Post has some opportunity to capitalize on that by continuing to increase our Internet audience and focusing advertiser attention on our absolutely unique penetration of influential readers in the Washington market, including those who now have so much impact on the nation's businesses.

The results of The Post and Newsweek are similar in that I find myself completely satisfied with management and completely dissatisfied with results. Newsweek has led the league for years in cost control, and the performance at The Post on the cost side has gotten better and better as the year has gone on.

Newspaper Circulation

Average Net Paid

Newspaper	9/30/2007	9/30/2008	Change
THE NEW YORK TIMES	1,037,828	1,000,665	- 3.6%
LOS ANGELES TIMES	779,678	739,147	- 5.2%
NEW YORK DAILY NEWS	681,415	632,595	- 7.2%
NEW YORK POST	667,118	625,421	- 6.3%
THE WASHINGTON POST	**635,012**	**622,714**	**- 1.9%**
CHICAGO TRIBUNE	559,402	516,032	- 7.8%
DETROIT FREE PRESS/NEWS	518,223	476,523	- 8.0%
HOUSTON CHRONICLE	507,452	448,271	- 11.7%
DENVER POST/ROCKY MOUNTAIN NEWS	450,619	420,867	- 6.6%
SAN FRANCISCO CHRONICLE	365,234	339,430	- 7.1%

Source: ABC FAS-FAX: Six months ended 9/30/08

Indeed, the September ABC figures showed The Post having a better circulation performance than almost any large metropolitan paper, and the same is true in advertising. If relative performance made the cash register ring, we'd be ringing it loudly, but we're not.

Everyone at The Post, on the business and news sides, understands the central importance of cost control and is comfortable with that.

As previously announced, we'll be closing one of our two printing plants in 2009, and we have also, through 2008, reduced headcount and, therefore, payroll. These costs have added to our losses, though I would remind you that the cost of our early retirement programs has, for the most part, come from our pension fund, which remains somewhat over funded, even after the recent market declines.

We announced one management addition in November, which may have some impact on our ability to grow audience and revenue online. We've hired Vijay Ravindran as chief digital officer of The Post Company. Vijay will join us in corporate to help us think through how people will be consuming news in the next generation. He will also focus on developing new media tools and functionalities across our Company's digital products. A veteran of Amazon, he was most recently chief technology officer at Catalist, a start-up political technology company that built a national voter database of information on more than 260 million people.

The management of The Post Company remains strongly committed to The Post and Newsweek. I've been saying through my years as a newspaper publisher that The Post is a business, and it's something more. The something more remains, but The Post and Newsweek are also businesses. They'll be run as such, and they're being run today to try to get out of the position of losing money as fast as possible.

In the short run, the recession will certainly eat into profits at our television stations, and Cable One certainly won't have the kind of rapid growth year we've seen this year. Kaplan should continue to grow. In the longer term, I expect The Washington Post Company to produce growing operating income for its shareholders. But we can only do this if The Post and Newsweek reverse the trend that has seen their profits decline, and then start moving toward profitability.

# # #

The Washington Post Company
Non-GAAP adjustments to operating income

Cable Television Division

	Fiscal Year Ended							Thirty-Nine Weeks Ended
($ in millions)	**December 30, 2001**	**December 29, 2002**	**December 28, 2003**	**January 2, 2005**	**January 1, 2006**	**December 31, 2006**	**December 30, 2007**	**September 28, 2008**
Operating Income	$ 32	$ 81	$ 88	$ 104	$ 77	$ 120	$ 124	$ 116
Depreciation	64	89	93	95	100	104	108	92
Amortization of intangibles	39	-	-	1	1	1	1	-
Capital expenditures	(167)	(93)	(66)	(79)	(112)	(143)	(139)	(84)
Free Cash Flow	$ (32)	$ 77	$ 115	$ 121	$ 66	$ 82	$ 94	$ 124

Notes:

Some communications or presentations of The Washington Post Company contain certain financial measures that are not defined under accounting principles generally accepted in the United States ("GAAP"). These non-GAAP financial measures are clearly identified as such in all communications or presentations in which they are included.

Free cash flow is defined as operating income plus depreciation and amortization, less capital expenditures.