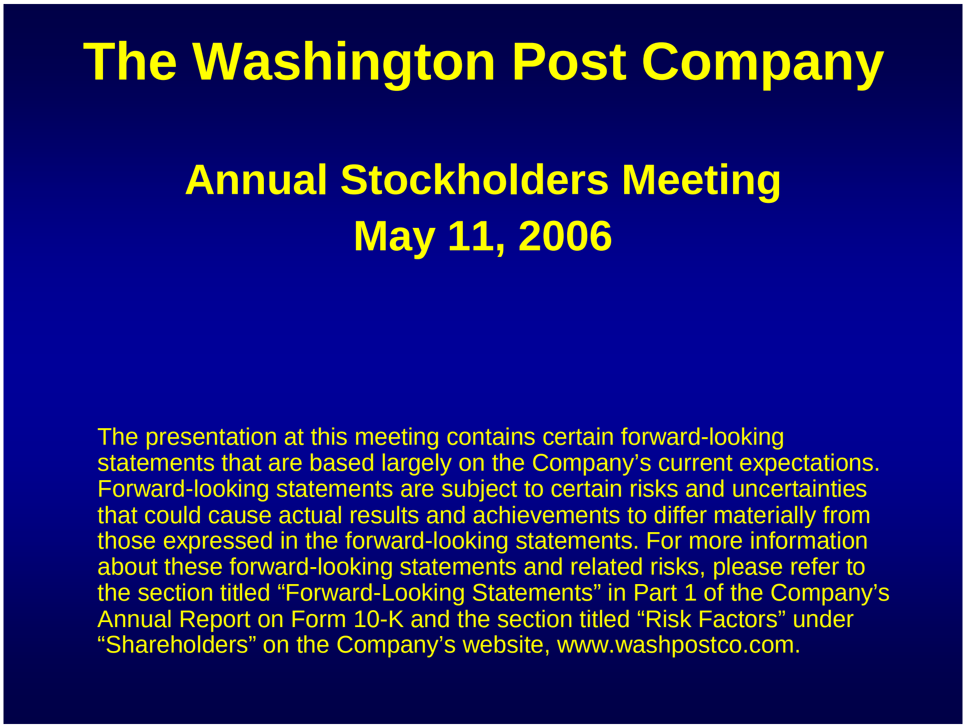
Annual Shareholders Meeting
May 11, 2006

Remarks by
Donald E. Graham
Chairman and Chief Executive Officer



I want to welcome our shareholders to the Washington Post Company Meeting of Shareholders. All of us were glad to see you on Shareholders Day last September. Then we spent several hours focusing exclusively on the business operations of our company. Today we will have time for questions first on business, then on the editorial operations of the company. I'll start with some remarks aimed at updating the information presented in our annual report.

For years, I – and Kay Graham before me – have said that our company has a somewhat different orientation than other public companies. Almost every Post Company shareholder is familiar with this, but a few often uttered sentences are worth repeating.

We want our stock to be a good investment for people who buy it and hold it for the long term. No one in management is lifting a finger to achieve certain results for any given quarter or, indeed, for any given year. Anyone buying our stock in the expectation of short-term results is making a mistake, because no one in management thinks such results are important.

We have been willing to suffer losses – large-scale losses – if we believed we could build businesses that would repay shareholders in the long term. Not all of these investments have worked out. I'll spend a great deal of time telling you about Kaplan, which, under a unique management team, has done spectacularly.

Washingtonpost.Newsweek Interactive, the electronic arm of the newspaper and the magazine, is a long way from repaying the losses over the years, but the future of the company looks much brighter because we invested so heavily in technology at WPNI.

The first quarter of the year provided very strong results almost across the board.

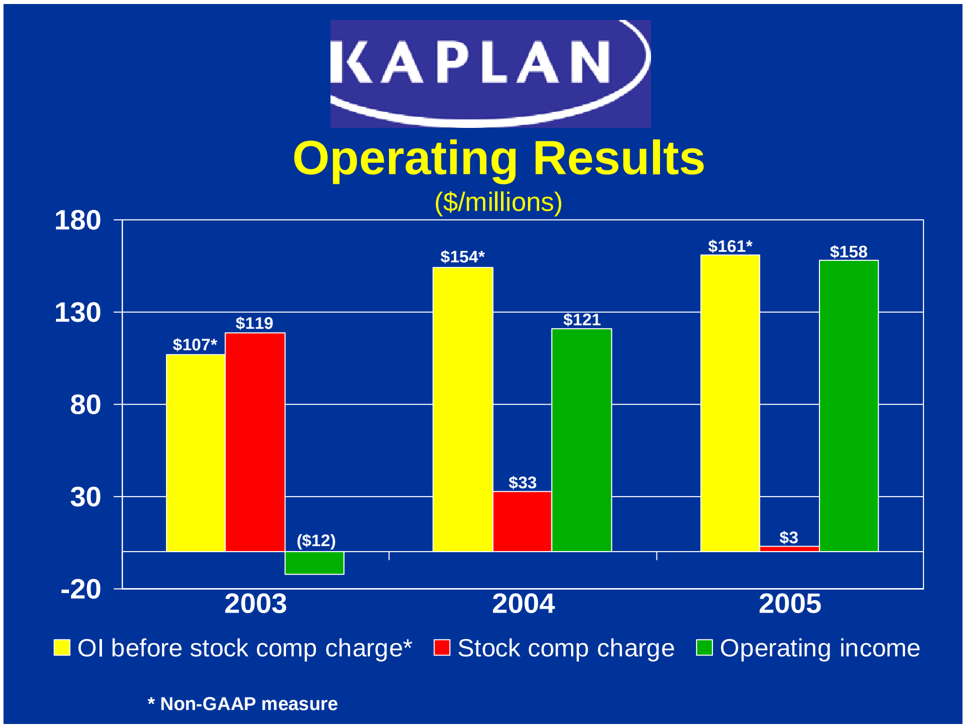
KAPLAN

($/millions)

	Q1 2005	Q1 2006	
Revenue	325.4	408.9	26%
Operating Income	32.6	52.6	61%

Kaplan, in particular, registered a first quarter increase in operating income of 61% compared with 2005, with supplemental education and higher education both recording much better results. The first quarter is never the largest one for the media properties, but it's interesting to note that Kaplan provided 38% of the company's profits and 43% of revenues.

The figures for 2005 were 31% of operating income and 40% of revenue. In our annual report I spent some time talking about what the Kaplan stock comp plan did to our reported results in 2005. It will have an impact again in 2006, and this is worth dwelling on for you, our shareholders. The plan was adopted in 1997 to provide for the issuance of Kaplan stock options to certain members of Kaplan's management, and it initially reserved 15% of Kaplan's common stock for awards.



What I said in the 2005 shareholder letter was that last year's results at Kaplan, held down by poor performance at Kaplan's Higher Education campus division, showed very little growth before the unusually small stock comp charge. Results looked better because of the small stock comp charge. This year we expect results to be much better – they certainly were in the first quarter. But it's likely Kaplan's results will be masked by a larger comp charge as the year goes on, although the first quarter stock comp charge wasn't that big.

Under Jonathan Grayer's extremely strong management, Kaplan is aiming to become a much bigger business in terms of both revenue and operating income.

Since Jonathan took over in 1994 what was essentially a test prep-only business, we have invested $775 million with the hope, although not the certainty, that we can grow Kaplan into a business quite a bit larger than any business that The Washington Post Company has ever owned. As you can see, this is a far more diverse education company today.

Obviously our success – or lack of it – in achieving this goal will have important implications, both for the future of your stock and for the future shape of our company.

We like the education business a lot. We like the management team at Kaplan a lot. And most of our investments in recent years, although not all, have been in the education business, because it has afforded our company the best opportunities for a significant return on your cash. This is still true today.

We have made a couple of small acquisitions so far this year, and we expect to close on Tribeca, a leading provider of education to the Australian financial services sector, before the end of the second quarter.

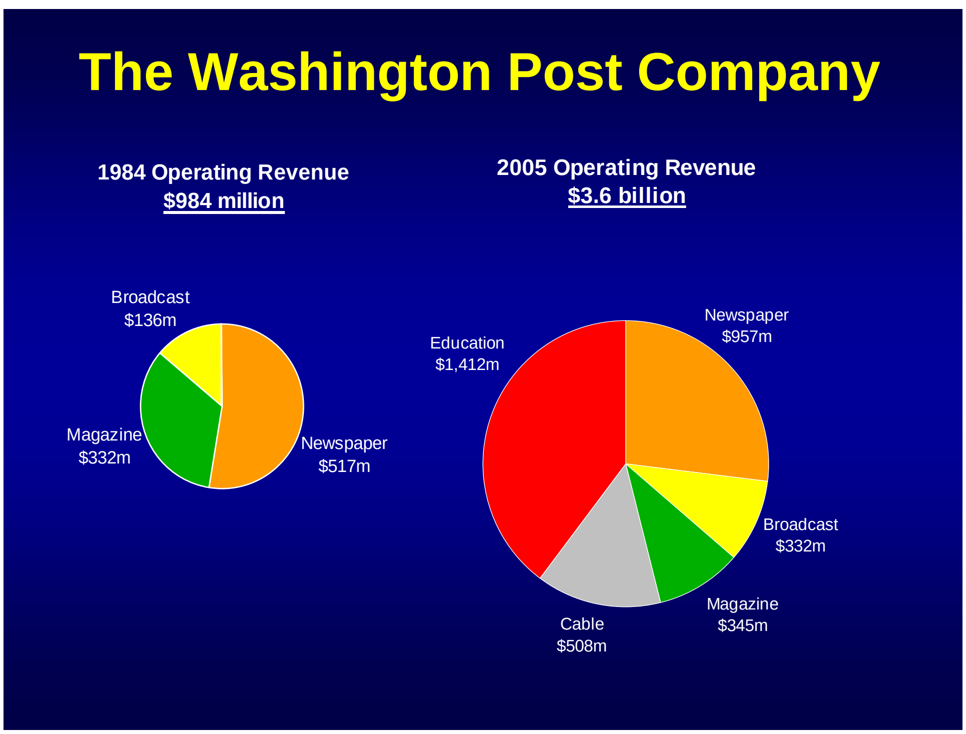
We continue to expect that, from time to time, opportunities will arise to grow Kaplan by acquisition as well as to continue to grow organically by reinvesting in the businesses we already own.

Of these businesses, to me perhaps the most astonishing results continue to be achieved by Kaplan Test Prep under John Polstein. I know that Stanley Kaplan is very proud of the business he sold to Kay Graham on December 31, 1984. By expanding into new products, but most of all by continually improving the quality of the courses we teach, Kaplan Test Prep continues to grow. And it hasn't reached the limits of its potential.

The other very rapidly growing business is Kaplan University, our online college, under the excellent management of Andy Rosen. KU has achieved a series of milestones in the accreditation of new programs. Andy now also has Kaplan's brick and mortar campuses reporting to him. And I am pleased with the progress he has made to date at this large and important business.

Kaplan Professional is now under two executives you haven't heard of from me before. Andrea Mainelli runs Kaplan Financial, a business made significantly larger last year by the acquisition of the professional training assets of BISYS Corp. Andrea is in charge of Kaplan's training efforts, chiefly in finance, insurance and real estate, but also selectively in a few other fields. Roy Lipner has become the CEO of Kaplan Publishing. He publishes chiefly, but not exclusively, books in the professional training arena. Both report to Veronica Dillon, the new chairman of Kaplan Professional, one of the most experienced and trusted top executives at Kaplan since 1991.

Kaplan's emergence has changed the shape of The Washington Post Company.



If you want to chart the shape of the change yourself, just compare the revenues and operating income within each of our divisions with our results in 1984, the year before we bought Kaplan. Not only do we expect the pie to get larger, we also expect Kaplan's share to increase.

As I mentioned, last year 40% of our revenues as a company came from education. That segment grew much faster than any other. And that 40% in all likelihood will continue to grow.

CABLE ONE®

($/millions)

	Q1 2005	Q1 2006	
Revenue	126.4	135.2	↑ 7%
Operating Income	23.4	25.4	↑ 9%

In focusing on results since the first of the year, it's appropriate I talk next about Cable ONE. Our annual report reflected pretty high hopes for Cable ONE's immediate outlook, but first quarter results surprised both Tom Might and me. Shareholders should keep in mind that more than 13% of our subscribers were in Mississippi, and almost all of those were on the Gulf Coast, which was horribly damaged by Hurricane Katrina. Heroic efforts, and that is if anything an understatement, by everyone working for Cable ONE in Gulfport, Biloxi and Pascagoula – and 250 helpful associates from other Cable ONE systems – restored cable service to our customers very quickly.

The extent of devastation on that coast was huge. If it had not been for the flooding in New Orleans, people would have talked about the destruction in Mississippi as the greatest hurricane calamity in the history of the United States. Something like a third of the homes in the market were totally destroyed or badly flooded. Obviously, most of these homes are nowhere near rebuilt. Yet, I am astonished to report that the number of cable modem subscribers in the Gulf Coast area is actually higher today than it was immediately before the hurricane. We think the future in the Gulf Coast is bright. And we look forward to being part of its rebuilding.

Overall, as we have reported, Cable ONE is down 16,000 basic subscribers, due to the hurricane, compared to the first quarter of 2005. Despite this, operating income is well ahead of a year ago. Cable companies everywhere are reporting very good results. While no one can be certain about the long-term future of telecommunications in the U.S. – and new technologies undoubtedly will be invented to bring information into people's homes – for the few years ahead in which one can to some extent perceive the likely changes, we like Cable ONE's chances.

POST-NEWSWEEK STATIONS, INC.

($/millions)

	Q1 2005	Q1 2006	
Revenue	79.3	85.9	8%
Operating Income	32.8	37.6	15%

Post-Newsweek Stations recorded a solid improvement in the first quarter of 2006, much of which was owed to advertising associated with the Winter Olympics on our two large NBC stations. Political advertising has had little effect so far on our 2006 results, but with elections for governor and senator and the House in all three states we serve, we expect good results from Post-Newsweek Stations in the second half of the year.

Alan Frank, Post-Newsweek's astute CEO, made one important management change, sending Larry Blackerby from WJXT, our independent station in Jacksonville, where he had done an absolutely sensational job, to KPRC in Houston, which, as I noted in my letter, had serious problems in 2005.

John Rafferty, who was WJXT's general sales manager, was promoted to vice president and general manager.

Alan is not here this morning, but Steve Wasserman, who has run three of our six stations and now runs the largest (WDIV in Detroit), is with us if you have TV-related questions.

Shareholders can be proud of Post-Newsweek's performance across the board, both in the quality of programming, the quality of our news and our profitability.

Magazine Division

($/millions)

	Q1 2005	Q1 2006	
Revenue	69.9	74.8	↑ 7%
Operating Income	(5.2)	(0.9)	↑ 83%

I looked back at last year's talk, when I was mournful about the first quarter results of the magazine division, particularly at Newsweek. This year is different. Under the talented management of Rick Smith, Harold Shain, Mark Whitaker and Greg Osberg, the magazine produced improved first quarter results. And the strength of advertising has continued in April and May. In addition, Newsweek's presence on the web has been strengthened (and acclaimed). Results today are better than they were a year ago.

Results of the newspaper division were also noteworthy. I know many of you here today care greatly about The Washington Post, which is the largest unit of the newspaper division. The first quarter produced a healthy 5.2% growth in Post advertising revenue, but circulation results continued to slide. Management, under publisher Bo Jones, is doing everything we can to make the paper more readable and relevant to readers and to maintain the circulation we have today.

The advertising performance is impressive. Much of our growth did come from online ad sales and from a booming real estate advertising market, which I know from bitter personal experience will reverse one day.

Meanwhile, everyone at The Post takes pleasure in the four Pulitzer Prizes received by reporters and critics in the newsroom for work done in 2005. These included Susan Schmidt, James Grimaldi and Jeff Smith for investigative work that first unearthed the name of Jack Abramoff and his network of lobbying and spending that ultimately led to grand jury and Senate investigations; Dana Priest for a series of remarkable stories on the intelligence beat; David Finkel for explaining the successes and failures of a single federal grant aimed at building democracy in Yemen; and Robin Givhan for fashion criticism.

The Post does remarkable journalism every year, but has never won four Pulitzer Prizes in a year before. And not so much for the Pulitzers but for the quality of the newsroom they reflect, you might want to give credit to executive editor Len Downie and managing editor Phil Bennett.

The internet makes The Post's news report available around the world. And our audience, both in Washington and in the rest of the country and the world, continues to grow.

We are willing to spend to build the internet audience of The Post and Newsweek. And under Caroline Little, chief executive officer of WPNI, we feel we have a team of internet executives who are up to doing the difficult job of maximizing our audience and our revenue on the web.

In the first quarter, our internet revenues grew by 34%. This is good, but Caroline and I would have liked it to be still more.

The washingtonpost.com and Newsweek.com sites and our recently acquired Slate give us an important, growing foothold in electronic publishing. As shareholders, keep your eye on how successful we are in growing a larger and more profitable business on the internet. This is one of the keys to our future.

I wish I could conclude by telling you with certainty what is the future of the newspaper business. Thirty-five years ago, when I first began attending these meetings, I probably felt I could forecast with some certainty the outlook for newspapers for the next 20 years. If anything, I would have been a bit of a pessimist.

Today, no one in the newspaper business can forecast with any certainty. However, management of The Post and WPNI has built a highly successful array of publications and websites in Washington that give us very promising cards to play in the future of what is certain to be a rapidly changing business.

Our aim – and I wish I could tell you with certainty we will achieve it – is to build a combined print and electronic business that is as valuable in the future as The Post is today. You and I, I hope, will have many opportunities to revisit our progress.

Thank you.

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