The Washington Post Company

Shareholders Day

September 20, 2007





County Revi

At Loudoun Valley, an Even Tighter Fit This Year

🗏 The Washington Post 🎚

Rising Enrollment Takes Toll as Legal Dispute Continues

The bell at Lordons Valley
High School sounded at
1659 an. Tweedy, and stderfirst
immediately began filling the
halfs. It was the first day of
the break between classes to
tack up with friend they hadri
seen size June.
There was little time for conversation, though, at Lordons
means deriving a strategy for means deriving a strategy for In Ashburn, A New Sensation VIDEO | Go to www.loudounextra.com to see a video and photo gallery of Monday's concert in Ashburt by the rock band INCS.

What a First Day

Loudoun

extra.com

What a First Day

VBD I Telm at

Potowmack Elementary
school in Sterling got their first
taste of lindergarten Tuesday.
Watch the video at www.
Loudcunestra.com. And look
for special video and photo
coverage of this week's high
school football garnes.

as Catoctin Elementary

By PILL BERALEZ

Friction was being Fricar

Friction was being friction was being

DISTRICT NOTEBOOK

A 17-Year

Update on

Public Safety

Planners Recommend Police, Fire Upgrades

District

By David Nakamura Washington Post Staff Write

Leo Kanowitz, 81

Today's Forcest

From Ex-Mayor To Mogul?

ook who's back.

After lying low since he left the mayor's office eight months ago, Anthony A. Williams will deliver a keynote address Tuesday during a hunchen at a real estate symposium at the Reirmont Mental.

same with collect is explored authors actively supposed as the Pictrocal test by supposed as the Pictrocal with home, we have Direct policies of aboverner sight of our borner register of the size of software particular street and produced property of the pictrocal particular particular

Denise Delorey, chief marketing officer for Arent Pox, said her com-

orms Knock Out Power, Twice Delay Redskins Game

Local

200 pm, to leaver their seem and head for the one— sing three Adalman. He could accept the first data. "Note: and Dental M Yast of Addison. Tank was through fairs." See all related M Yast of Addison. Tank was through fairs." See all related the Wast of Addison. The wast Lagling unique that it is not to the could be a see all the could be a fair of a flow of the three and the could be a flower of the could be a flower of the three and the in the first of the could be a flower of the could be

Lawmakers' Driving Records Examined

Bad-Driver Fees Could Snag State Officials, Too

When Virginia Gor Timothy M. Kaine and House Spoaler William J. Howell were mailing over what sear of autorities to larget with the statch new she steed of motivation to larget with the statch new she steed on the state of the state of the state of the large and the state of the state of the state of the Large and Tanghia to Singh norms, our records show. Another three and two makes per hour would have brought charge of redding strings for going 20 over

MARC FISHER

Rage Over Driver Fees Has Va. Legislators Asking, 'Huh?'

Lottery Is a Winner

In Northern France, Warming Presses Fall Grape Harvest Into Summertime

205ag M5 505cmis, Letters 85 505Pbst M16 Movie Corchry M14 Conductions 86 74 Sports 600 Magazine increasing M13 Letteres C1 4 00busies C7-10 50cks 54-10 World News FRESETIMOS Apartments/World M12 Automotive G1 100s X1 Merchandise 17 Personals 35 Medi Estat

In his second major league start, Boston's Clay Eschholz throws a no-hister and hands skumping Bul a 10-0 loss.

CONT. COMPOSITOR CO.

By Mouar Moone Vadingen has keniga Serice

See FRANCE, A1S, Gal. I

School's Out Parents opt for transfers

19 Toast of Town

With plans to relieve crowding part Londons Valley still naired in inhibitancies were sent to Harilitgation, the schole now has an enrollment that exceeds its capacit. Binalition to create more recons. The control of the control of

Ordinance Makes Helmets Mandatory for Cyclists 14 and Younger

Residents Flush With Frustration

Life Is Pure

Hitchcock

On Block of

Capitol Hill

nual Starling Invasion Leaves

Neighborhood Awash in Filth,

On Anniversary, Officials Say D.C.

The Washington Post

50 Candidates, Activists

Slain in the 15 Months Preceding Today's Vote

The Washington Post



D.C. Mayor Warms to Offer to Sell Hospital

Fenty Says Proposal For Greater Southeast Could Be 'Win-Win-Win'

By David Nakamura and Susan Levine Washington Post Staff Writers

D.C. Mayor Adrian M. Fenty expressed growing confidence yesterday about a deal that would bring new ownership to the fi-nancially strapped Greater Southeast Com-munity Hospital, saying that his administra-

Warner Calls for **Pullouts By Winter**

GOP Senator Suggests Move Would Prod Irag

By Peter Baker Gred Jonathan Weisman Washington Rost Stoff Weists

Sen. John W. Warner, one of the most in-therntial Republican soices in Congress on mational security, called on President Bissh yesterday to begin withdrawing U.S. troops from Iraq in time for Christmas as now in-telligence report concluded that political leaders in Bagladd are "anable to govern effectively," declaration—after the Yinghia republication of the Christmass of the Christmass of the production of the Christmass of the Middle

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The Washington Post

Petraeus Backs Initial Pullout

Campaign To Return \$850,000

Clinton's

General Praises Progress, Warns Against 'Rushing to Failure'

Her Team Cuts Ties

POLITICS

THE WASHINGTON POST

IRAQ AND THE CANDIDATES

A6 Wednesday, September 12, 2007

any of the Republican contenders

GOP Lead

Giuliani's

Updating the Races Rudolph W. Giuliani clings to a

lead over his GOP rivals, with navly minted candidate Fred D. Thompson and Sen. John McCain (Ariz.) nipping at his heels. On the Democratic side, Sen. Hillary Rodham Clinton maintains her

NATIONAL NEWS

DEPARTMENT OF HUMAN BEHAVIOR

Along With Grief, 9/11 Survivors Find Resolve

ohn Duffy lost 67 of his colleagues at the firm of Keefe, Bruyette & Woods six years ago during the Sept. 11, 2001, terror ist attacks g the dead was Duffy's son Christopher. The

reach out to friends he had lost touch with. Instead of idly wondering what became of long-ago friends and acquaintances, the way most people do, DeRiso started tracking down old friends through the

MONDAY, SEPTEMBER 10, 2007 A13

WORLD NEWS Israel Resists Angry Calls for Broad Assault in Gaza Strip

The Misery of China's Mines

WORLD NEWS

Death Stalks Guatemala's Campaign Trail



Backers of Deported Ex-Premier File Protest With Pakistani Court



worker been who is virtually unknown outside the White House fence but is well-regarded inside. Early in the Bush presidency, he coordinated the so-called Strategery Group, the senior officials whe teregularly for long-term planning under Rowe's auspices.

Until he joined the White House in 2001, the District native was perhaps believen as a Royel word of the Rowen as a Royel potentive, promoter and

known as a key operative, presented rand-chief of staff for Rep. Jahn A. Fodwer (R-Oho), now House minority leader. Jackson impressed Rose with his assistance in the 2000-campaign, including helping too manage the GOP convention in Philadelphia and or ganis ing a group of Republican governors to campaign on Budris behalf.

Jackson in seen as cond, analytical and

In The Loop

MICHAEL ABRAMOWITZ

Rove Replacement Seen as Highly Partisan Go-Getter



accesson is seen as coot, analytical and fercely partisan—"none of this lot's get along kind of stuff," in the words of one GOP acquaintance from Capitol Hill, who described Jackson "as the man behind The Man."

News" anchor Katie Courie for attention from the troops, who repeatedly asked her to pose for pictures in their midst. Perino said she was happy to oblige. It am very humbled by our troops — they are some of the most decent, bonorable and courageous on Barth', she said." And I was thrilled to meet some of the Iraqi security

to the realization that, as unfair as the need to let that unfairness, in a sense, stand, and step aside for the good of the department," Bolten replied. So did a similar circumstance lead to

A Tale of Two Hires

The Washington Post

Newspaper Readership Among Washington Leaders

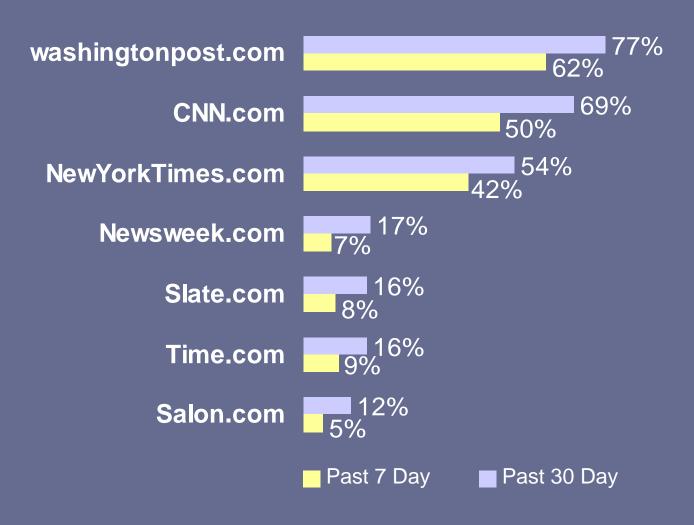
	Regular* Readership	Busy Day** Readership
Washington Post	79%	64%
New York Times	25%	5%
Wall Street Journal	17%	4%
Washington Times	11%	4%
USA Today	6%	1%

Source: 2007 Washington Leadership Study

^{*} Regular readership means reading 3 out of 4 issues on a regular basis

^{**} Exclusive readership and choice of multi-paper readers when there is only time to read one

Past 7 and 30 Day Website Usage Among Washington Leaders



Source: 2007 Washington Leadership Study

The Educated, Affluent Washington Market First Among Top 10 Markets In:

Education

- Adults over age 24 with college degrees
- Adults over age 24 with post graduate degrees

Income

- Multi-income households
- Household incomes of \$75k+, \$100k+ and \$150k+

Employment

Professionals/managers and white collar employment

Affluent Consumer Groups

- Baby Boomers (age 40-59)
- Yuppie Boomers (age 40-59 and professionals/managers)

Computer and Internet

- Computer ownership
- Internet access (past 30 days and at work)

Source: Scarborough 2007, Release 1 Note: Rankings by % of DMA adults

2007 Readership In Metro Market

	Daily	Sunday
All Adults	43%	58%
College Graduates	46%	62%
HH Incomes \$75K+	47%	61%
Age 18-34	39%	39%

Source: Scarborough 2007, Release 1 (NDM)

Washington Post Media Products

	Average Day	Average Week
Combined Reach	55%	80%
The Washington Post Daily Sunday	43% y 58%	73%
washingtonpost.com	14%	26%
Express (5 day week)	8%	15%
El Tiempo Latino (weekly)		3%

Source: Scarborough 2007, Release 1 (NDM)

Total Circulation

	2007	vs. 2006
Daily	699,131	-3.5%
Sunday	929,921	-3.2%

Source: Newspaper Publisher's Statement, April 1 2007 Preliminary figures subject to audit as filed with the Audit Bureau of Circulations

Circulation

		2007	vs. 2006
Single Copy	Daily	124,696	-8.3%
	Sunday	224,404	-9.9%
Home Delivery	Daily	523,820	-1.7%
	Sunday	686,417	-0.7%

Source: Newspaper Publisher's Statement, April 1 2007 Preliminary figures subject to audit as filed with the Audit Bureau of Circulations

Circulation Tactics

Customer Service

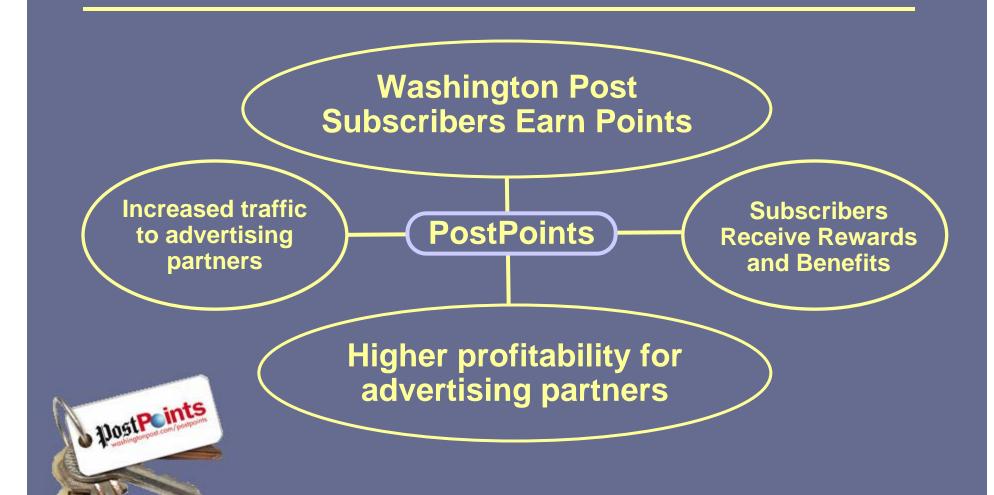
6 AM Delivery Guarantee

Relatively Low Pricing

Automated Payment Options

PostPoints

PostPoints



PostPoints

106,000 members, growing each day

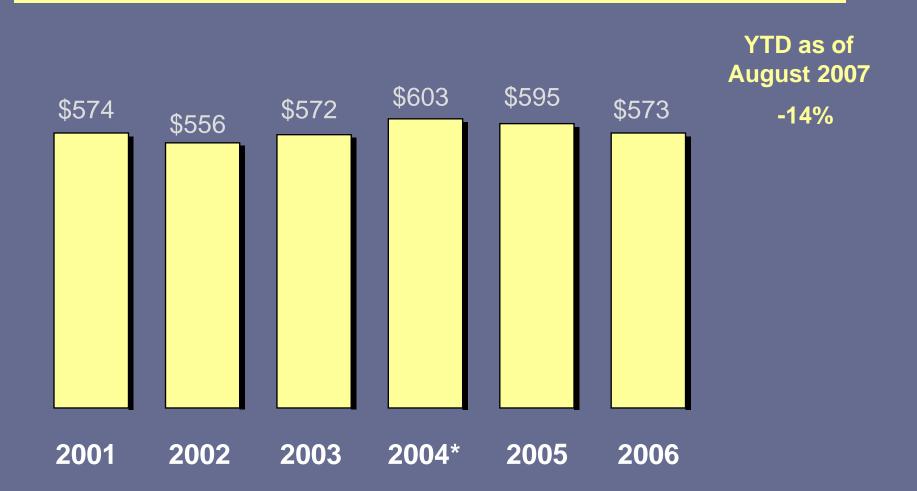
72 advertisers with thousands of locations

Impact on retention, upgrades and subscriptions

Deeper knowledge of our customers



Washington Post Newspaper Advertising Revenue (\$ millions)



^{* 53} week year

Challenges in Classifieds

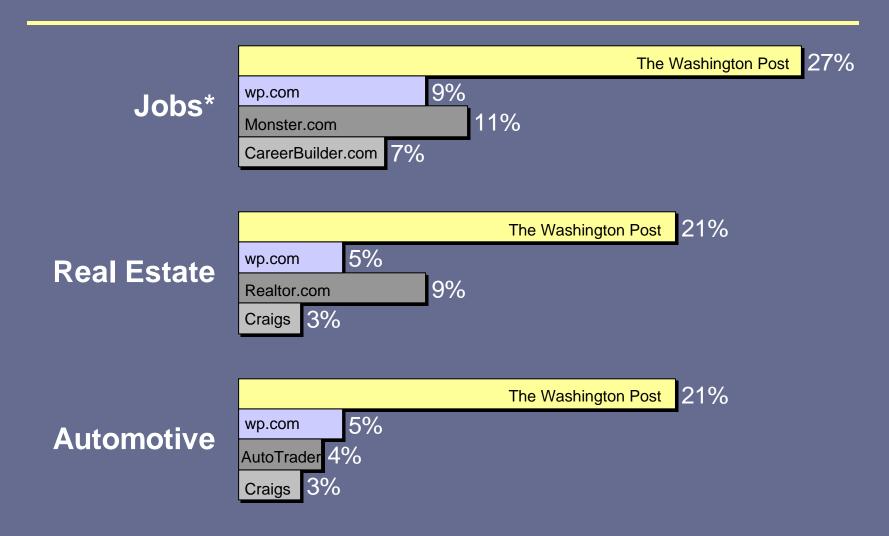
High levels of competition

Consumers use multiple sources

Competitors offering free listings

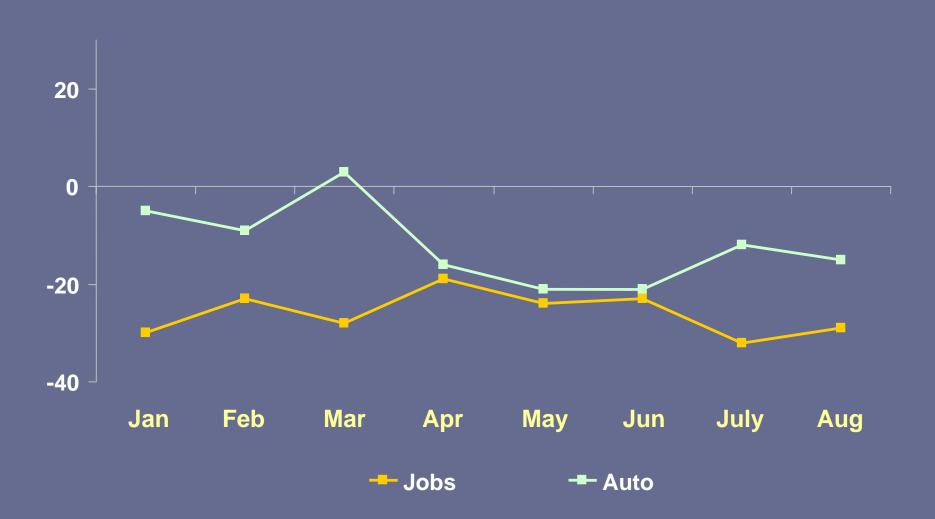
Downturn in markets

Leading Source for Classifieds



Source: 2007 Classified Marketshare Study * MORI Segmentation Study October 2006

Washington Post Newspaper Advertising Revenue (YOY % Change)



*Excludes online, Express and El Tiempo Latino

Real Estate Category Revenue

(YOY % Change)



*Excludes online, Express and El Tiempo Latino

Other Newspaper Advertising

Retail

flat '01 vs. '06 -2% YTD

National

up 5% '01 vs. '06 -5% YTD

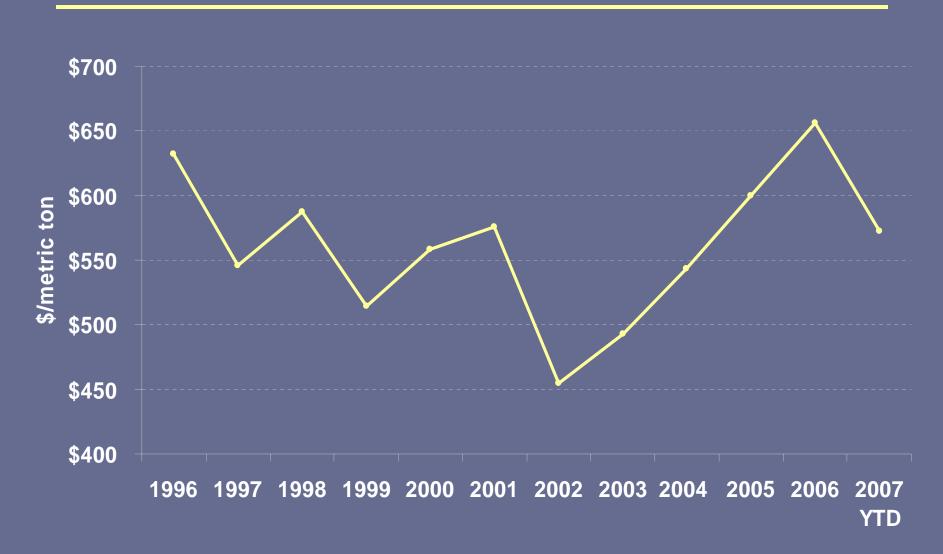
Preprints (with Post Plus)

up 31% '01 vs. '04 remained flat since 2004

Zoned

up 155% '01 vs. '06 -23% YTD

Newsprint Pricing



Source: RISI East Coast Newsprint Price Index

Newspaper Division Operating Income

(\$ millions)



^{* 53} week year

^{**} Non-GAAP Measures - results exclude charges in 2002, 2003 and 2006 associated with early retirement plan buyouts at The Washington Post funded by the pension plan and a gain in 2003 on the sale of land at The Washington Post

Cost Initiatives

Distribution centers

Production department changes

New systems

Newsroom efficiencies

The Washington Post Company

Shareholders Day

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