

IAC / Ticketing

John Pleasants

President & CEO

ticketmaster

TICKET WEB

reserve 
america™

Mission – Efficiently connect performances & consumers

Clients

Premier solutions provider & marketer

- 8,000 clients
- 30,000 sellable events/day
- \$4+ billion gross/year

STRATEGY

Consumers

Pre-eminent marketplace

- 58mm Database
- 20mm Registered Users
- 220mm Alerts sent YTD

Sell more tickets. Better.

MLB.com



CLEAR CHANNEL
WORLDWIDE

THE GARDEN
THIS IS THE PLACE

THE UNITED CENTER
America's Premier Sports and Entertainment Venue.



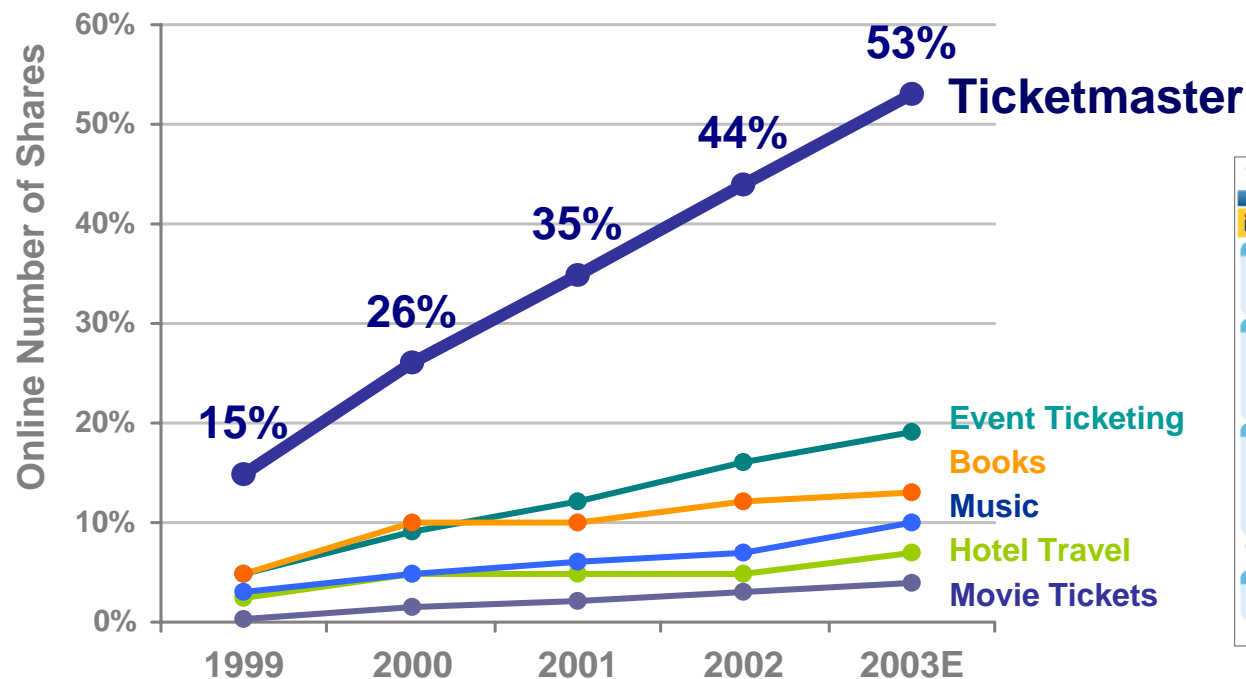
IAC InterActiveCorp

Results have been strong

	2001	2002	LTM	CAGR
Tickets Sold (mm)	87	95	99	7%
Revenue (mm)	\$580	\$655	\$725	12%
OIBA (mm)	\$74	\$108	\$133	34%
Internet %	32%	41%	47%	21%

The Internet fuels our growth opportunities

Selected Domestic Categories 1999-2003E



Source: Forrester Research



Growth drivers

ticketmaster

Drive Distribution \$

- Box Office/ Group
- Season Tickets
- Internet/ Ticketfast

Sell Better

- Alerts / Upsell / Marketing
- Discount / Declining
- Auction
- Exchange
- Personalization

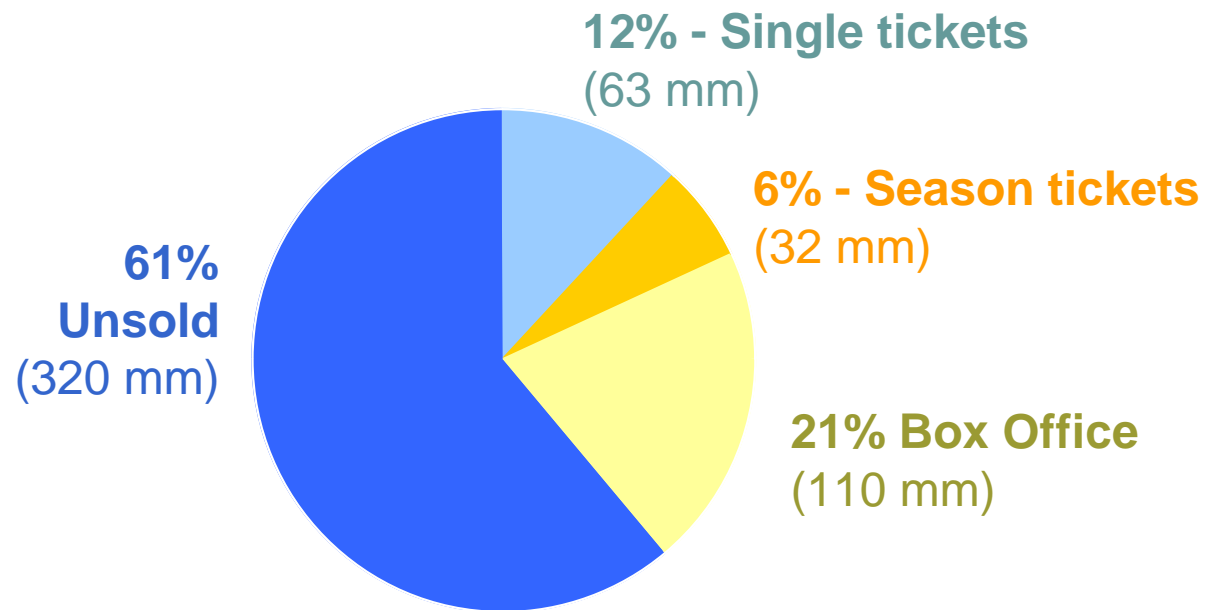
New Business

- Niche ticketing markets (camping, consumer shows)
- New segments (music)

More Inventory

- US Clients
- International business

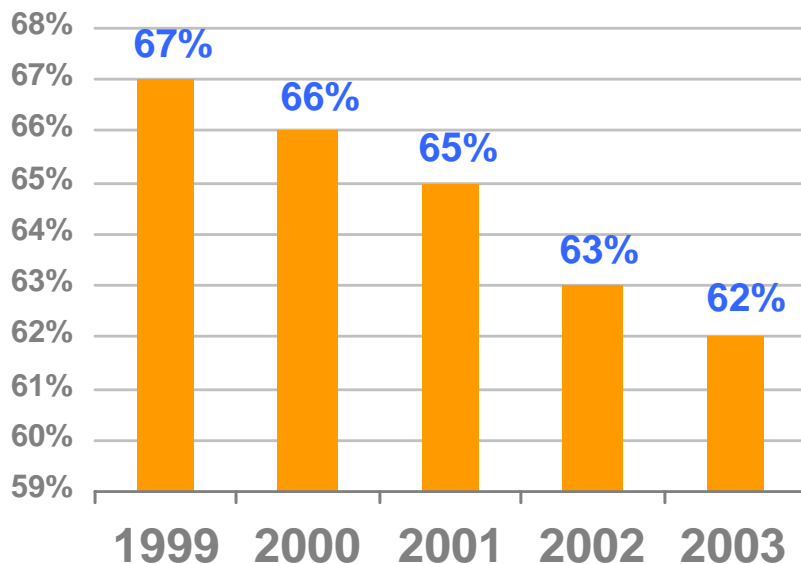
Ticketmaster already has the inventory to grow



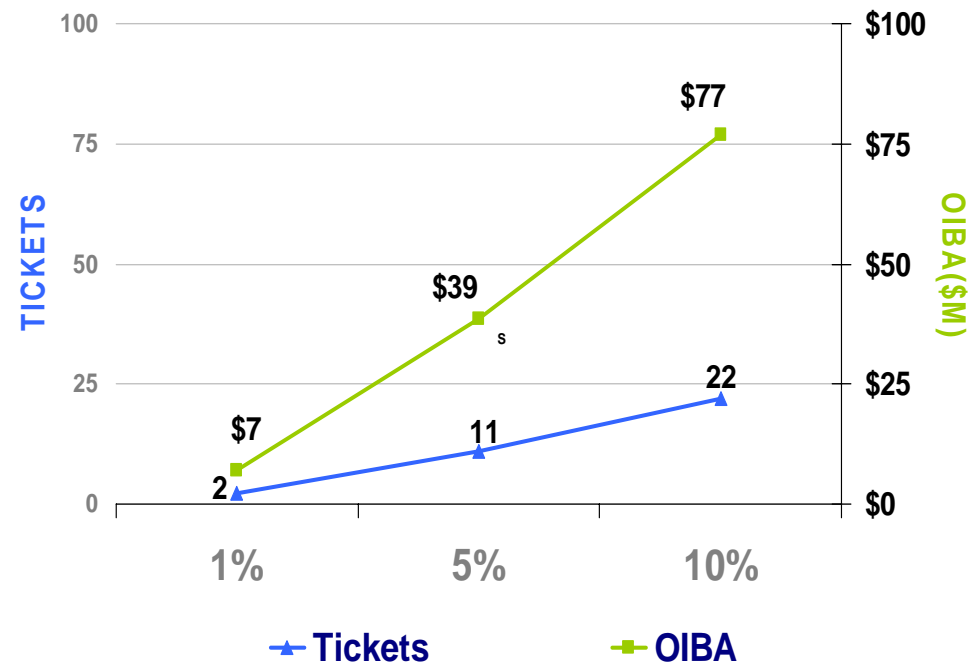
2002 Events
525 mm Domestic Tickets

Box office migration is a significant opportunity

Box Office %

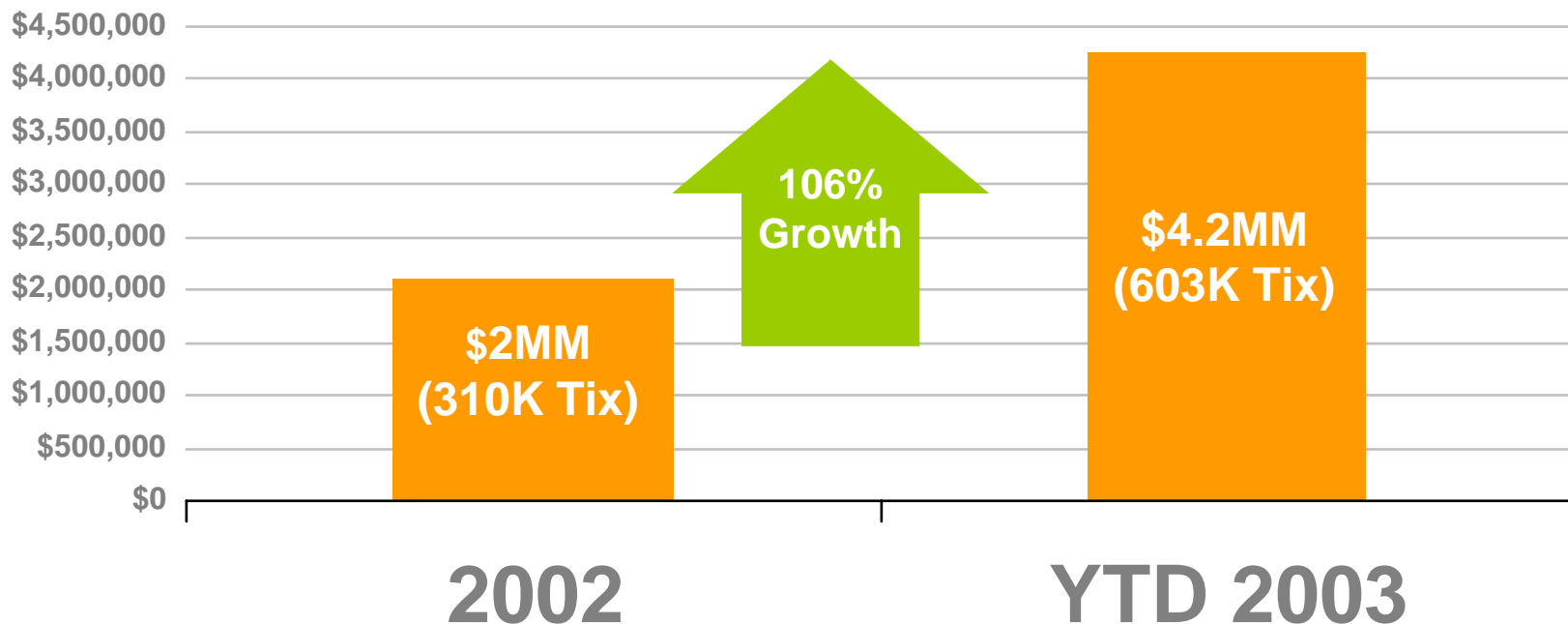


1% Shift Drives \$7mm OIBA



Growth in TM Alerts 2002 – YTD 2003

- 222MM emails sent
- Open Rates: 27% - 57%
- Unsub Rates: .08% - .19%
- Conversion Rate: 0.2% - 1.2%



Discount channels

SPECIAL OFFERS



- ♦ Created for AAA members by AAA and Ticketmaster
- ♦ Great discounts and special offers on a wide variety of events
- ♦ New offers added regularly

SPECIAL OFFERS



entertainment. The #1 Source for Savings

- ♦ Created for Entertainment subscribers by Entertainment and Ticketmaster
- ♦ Great discounts and special offers on a wide variety of events
- ♦ New offers added regularly



Special Offers



- ♦ Created for FedEx employees by FedEx and Ticketmaster
- ♦ Great discounts and special offers on a wide variety of events
- ♦ New offers added regularly



Find Special Offers Available in your City

Enter City, or zip code... e.g. Los Angeles

Go

Latest Special Offers

Fri, 07/25/03
8:00 pm

David Benoit

Hyatt Newporter Hotel and
Resort
Newport Beach, CA

50% off all tickets

Find Tickets

Sat, 07/26/03
7:00 pm

Bobby Caldwell

Thornton Winery
Temecula, CA

Buy 1 Get 1 Free

Find Tickets

Dynamic pricing: The landscape

Airlines



- ~ 30 price points
- 150 seats
- 5 seats/price point

Hotel



- ~ 30 price points
- 500 rooms
- 17 seats/price point

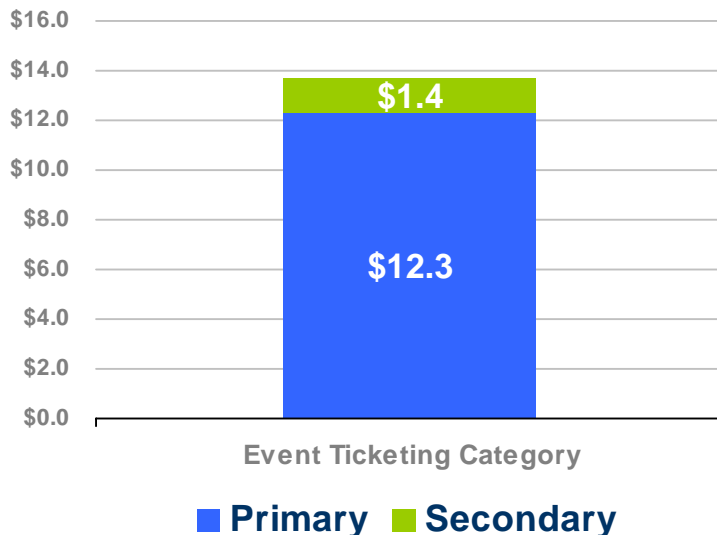
Live Events



- ~ 3 price points
- 18,000 seats
- 6,000 seats/price point

Efficient pricing offers significant value

\$ in billions



Current aftermarket premiums (mm)

Tickets Resold	Resale Price per Ticket			
	\$50	\$70	\$90	\$110
25 mm.	\$1,250	\$1,750	\$2,250	\$2,750
20 mm.	\$1,000	\$1,400	\$1,800	\$2,200
15 mm.	\$750	\$1,050	\$1,350	\$1,650

Potential Revenue Opportunity

% Return	5%	8%	10%
Revenue (mm)	\$70	\$112	\$140

- Estimated \$233 million in after-market inventory posted daily on TicketsNow! and RazorGator
- Estimated \$163 million tickets sold on eBay annually

Primary market auctions: Sting

ticketmaster

[home](#) [concerts](#) [sports](#) [arts & theater](#) [family](#)

enter artist, team or venue

New York & Surrounding Areas
[Change location](#)

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Get Exclusive Offers and Savings with Ticketmaster

auction links

- ▶ [Home](#)
- ▶ [Auction Account](#)
- ▶ [FAQs](#)
- ▶ [Registration Agreement](#)
- ▶ [Privacy Policy](#)
- ▶ [Log In](#)
- ▶ [Log Out](#)
- ▶ [Register Now](#)



Sacred Love Celebration Auction



Time Left: **1 days, 23 hours, 40 minutes**

Closing On: **2003-09-25 at 22:00:00 EST**

Total Tickets: **1680**

Ticket Limit: **2**

Started At: **50.00** (USD American Dollars)

Bid Increment: **1.00** (USD American Dollars)

Low Win Bid: **62.00** (USD American Dollars)

Minimum Bid: **63.00** (USD American Dollars)

[▶ Auction FAQ](#)

How It Works:

- ▶ **Step 1 - Select the button above**
If you have not yet registered or logged in, you will be asked to do so. During registration, you will also be asked to provide your billing and contact information.
- ▶ **Step 2 - Place a bid**
Enter the amount you would like to bid. The

Bid to see Sting live in concert!

For one week, you'll have a chance to bid on a limited number of General Admission floor seats to see Sting in the Sacred Love concert.

Participation in season ticket sales and transactions

		'01-'02	'02-'03	'03-'04
Software Install	Architics	65	79	88
Consumer Gateway	Account Manager	6	32	63
	Team Exchange	1	8	17
Consumer Adoption	Tickets Forwarded	236	16,197	-
	Tickets Exchanges	454	13,266	-

The screenshot displays the NYKnicks.com website interface. The top navigation bar includes links for HOME, NEWS, PLAYERS, STATS, SCHEDULE & SCORES, and TICKETS. The main content area is divided into two sections: 'Knicks ticketExchange Listings at Madison Square Garden' and 'Rangers ticketExchange Listings at Madison Square Garden'. Both sections provide instructions on how to buy tickets directly from season ticket holders and include a 'Find Tickets' table with columns for Date, Opponent, and Tickets Available. The Knicks section lists games against Utah, Orlando, Milwaukee, Sacramento, and Indiana. The Rangers section lists games against Atlanta, Carolina, Florida, and Detroit. A sidebar on the right contains links for TEAM, FACILITY, TICKETS, SEASON SUBSCRIBERS, FAN ZONE, JUNIOR RANGERS, PRESS BOX, MULTIMEDIA, IN THE COMMUNITY, TRADITION, BLUESHIRT EXTRA, RANGERS STORE, My Rangers Account Manager, 03-04 RENEWAL, and INVOICE INFO. An 'Online Help' section is located in the bottom right corner.

Digital Music – Soundclips test

The screenshot shows the Ticketmaster website interface for David Bowie. At the top, there's a navigation bar with links for Help, View Order History, My Account, and International. Below this is a secondary navigation bar with tabs for home, concerts, sports, arts & theater, and family. A search bar is present with the placeholder text "enter artist, team or venue" and a "Search" button. The main content area features a large photo of David Bowie on the left and a list of audio clips on the right, which is highlighted by a red box. Below the photo, there's a "ticketAlert" section with a checkbox for "David Bowie" and fields for "Your Email Address" and "Your Zip Code". A "Notify Me" button is also visible. The bottom section displays a list of upcoming events, including "David Bowie" at "The Borgata" in Atlantic City, NJ, and "David Bowie" at "Patriot Center" in Fairfax, VA. A red arrow points from the "Audio Clips" list to a detailed view of the same list on the right.

ticketmaster Help | View Order History | My Account | International

home concerts sports arts & theater family

enter artist, team or venue **Search** United States [see local venues and events](#)

David Bowie
Concerts - Rock and Pop

Audio Clips

- [Jean Genie](#)
- [Rebel Rebel](#)
- [Heroes](#)
- [Changes](#)
- [China Girl](#)

ticketAlert
Email me in advance when tickets go on sale for:
☒ David Bowie
Your Email Address
Your Zip Code
Notify Me
If you are under 13 years

Show me events near **Go**
(city, or zip code... e.g. Los Angeles)

Showing 1 - 17 of 17 dates scheduled.

Sat, 12/06/03 7:30 pm	David Bowie	The Borgata Atlantic City, NJ	More Info presale begins 10/06/2003 6:00 pm
Sun, 12/07/03 7:30 pm	David Bowie	Patriot Center Fairfax, VA	Find Tickets on sale now

This detailed view shows a large photo of David Bowie at the top. Below the photo is a "Connecting to media..." progress bar. The "Audio Clips" section lists the same five songs as the main page: "Jean Genie", "Rebel Rebel", "Heroes", "Changes", and "China Girl". Below this is a "liveDaily" section with the text "Get the full story." followed by a "Bio" section. The bio text describes David Bowie as a musical chameleon and mentions his peak in the '70s. Below the bio is a "Related Articles" section with a link to "David Bowie firms up plans to launch world tour". Finally, there is a "Discography" section with links to "Best of Bowie", "Heaven", and "Hours". A red box highlights the entire detailed view, and a red arrow points from the "Audio Clips" list in the main page to this detailed view.

David Bowie

Connecting to media...

Audio Clips

- ["Jean Genie"](#)
- ["Rebel Rebel"](#)
- ["Heroes"](#)
- ["Changes"](#)
- ["China Girl"](#)

liveDaily Get the full story.

Bio
The cliché about David Bowie says he's a musical chameleon, adapting himself according to fashion and trends. While such a criticism is too glib, there's no denying that Bowie demonstrated remarkable skill for perceiving musical trends at his peak in the '70s. [more>](#)

Related Articles
[David Bowie firms up plans to launch world tour](#)

Discography

- [Best of Bowie](#)
- [Heaven](#)
- [Hours](#)

Personalization will drive consumer behavior

ticketmaster [CHECK MY ORDER](#) [MY ACCOUNT](#) [INTERNATIONAL](#) [HELP](#)

enter artist, team or venue **SEARCH** **HOME** **MUSIC** **SPORTS** **ARTS & THEATER** **FAMILY** **DISCOUNT TICKETS**

Welcome, Scott! - Los Angeles & Surrounding Areas [Change Location](#)
Your Lyle Lovett tickets have been sent! [My Account](#)

TICKET RECOMMENDATIONS FOR YOU

Event	Date
Dwight Yoakam STAPLES Center	
Emmylou Harris Royce Hall, UCLA	
KZLA Country Bash (Why is this recommended?) Irvine Meadows	Sun, 10.12.03 more dates
New York Rangers vs. Los Angeles Kings STAPLES Center	Mon, 10.13.03 more dates
George Jones The Greek Theatre	Mon, 03.15.04

Browse All Events
Select Category Select Date Los Angeles **GO**

YOUR FAVORITE PERFORMERS, TEAMS, & VENUES

 [Willie Nelson at Staples](#)
Tickets still available for Willie Nelson at Staples Center
[Find Tickets](#)

SIMON & GARFUNKEL AUCTION


Simon & Garfunkel are back! Place your bid for the best seats now.
BID NOW

ON SALE SOON

Los Angeles - [Change Location](#)

Event	Tickets on Sale
Los Angeles Lakers vs. Orlando Magic STAPLES Center	Sat, 10.04.03 more dates
The Wolfs Knitting Factory	Mon, 10.06.03
Ani DiFranco Long Beach Terrace Theatre	Sun, 10.12.03 more dates
WWE - Smackdown STAPLES Center	Mon, 10.13.03 more dates
Old Masters, Impressionists, and Moderns	Mon, 03.15.04

Niche Segments: ReserveAmerica & Ticketweb



Reserve over 100,000 campsites



Campground Search

Step1 (required) Facility Type: ☒ Campsite ☐ Cabin ☐ Day Use

Step2 (required) Campground Name

or

State/Province:

Step3 (optional) Check Availability for: ☒ Specific Date or ☐ Date Range

Arrival Date:

and Number of Nights:

Search

Browse Maps

Looking for that perfect campground in a certain area?

Browse Region

National Park Service

ReserveAmerica welcomes select National campgrounds and additional federal facilities. [Click here for more information or to make a reservation.](#)

Camping Spotlight

Willow River Lake State Park is a 2,891 acre park with a prairie, forest and a beautiful panoramic view of the river and is full of recreational activities all year long. [Click here for more information.](#)

Free Membership

[Register Here. It's free!](#)
[Existing Members Sign In](#)
[Give us your feedback](#)

Newsletter

Camping info, tips, reviews and more. All in our monthly **Camping Chronicle** Newsletter. [Sign Up](#)

CAMPING CREDIT CARD
Free Camping and Free Gear. Apply Now!



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TICKETWEB WELCOMES 

MY ACCOUNT | SEARCH | ABOUT TICKETWEB | ORDER STATUS | HELP DESK | SHOPPING CART

To Buy Tickets... START HERE

Search by Artist or Venue

[Advanced Search](#)

Browse Venues by Region

Featured Events:

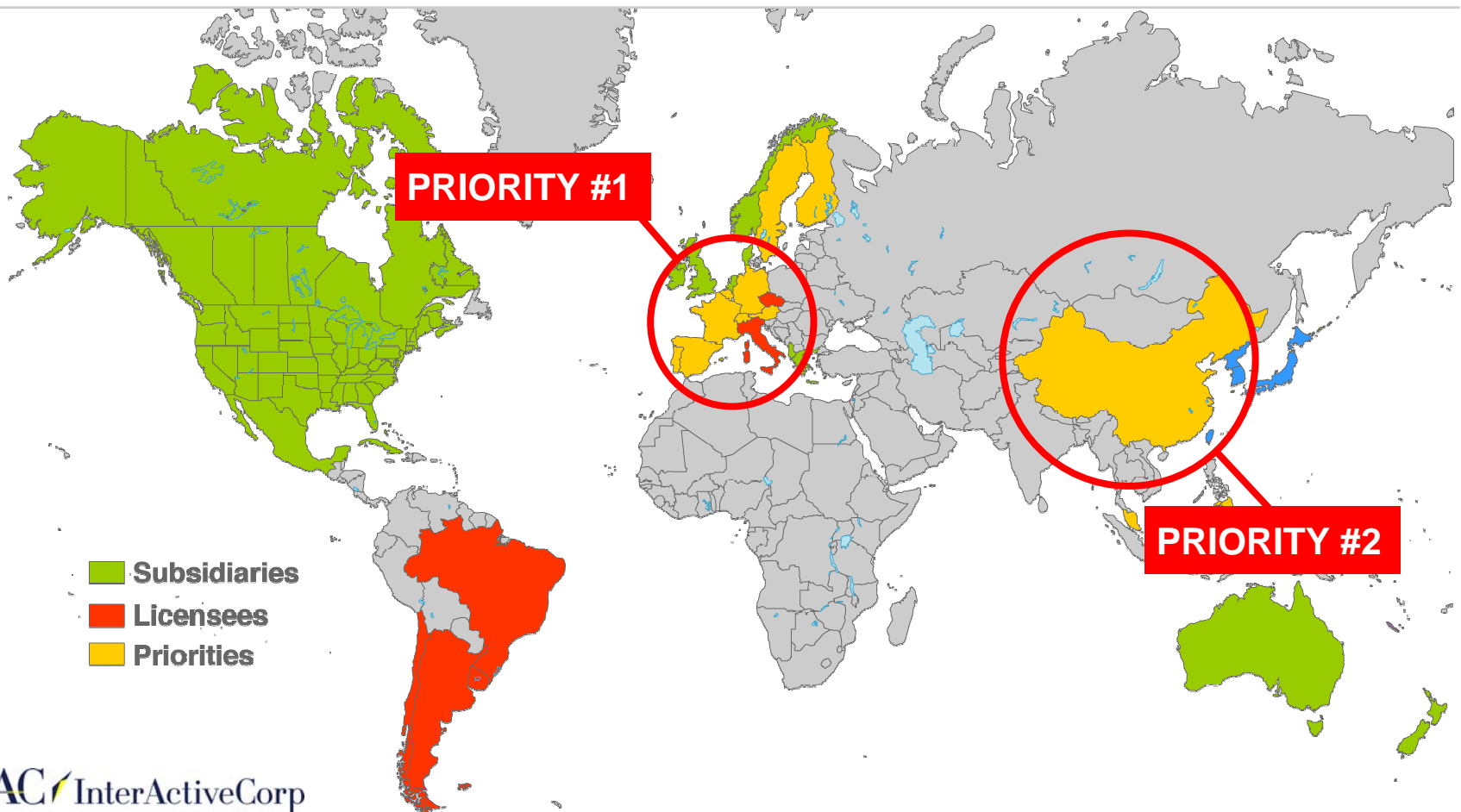
- Ani DiFranco
- >> Big Easy Concert House 10/19/03
- Art Alexakis (Acoustic)
- >> Knitting Factory 10/17/03
- BB King plus Bobby "Blue" B...
- >> Morton H. Meyerson ... 10/27/03
- Barbarito Torres of the Bue...
- >> Orange Peel 10/23/03
- Chemical Brothers
- >> Centro-Fly 10/24/03
- Spiritualized plus Secret M...
- >> Northsix 10/16/03
- Tanya Tucker
- >> Harrah's Ak-Chin Ca... 10/17/03

In The Spotlight:

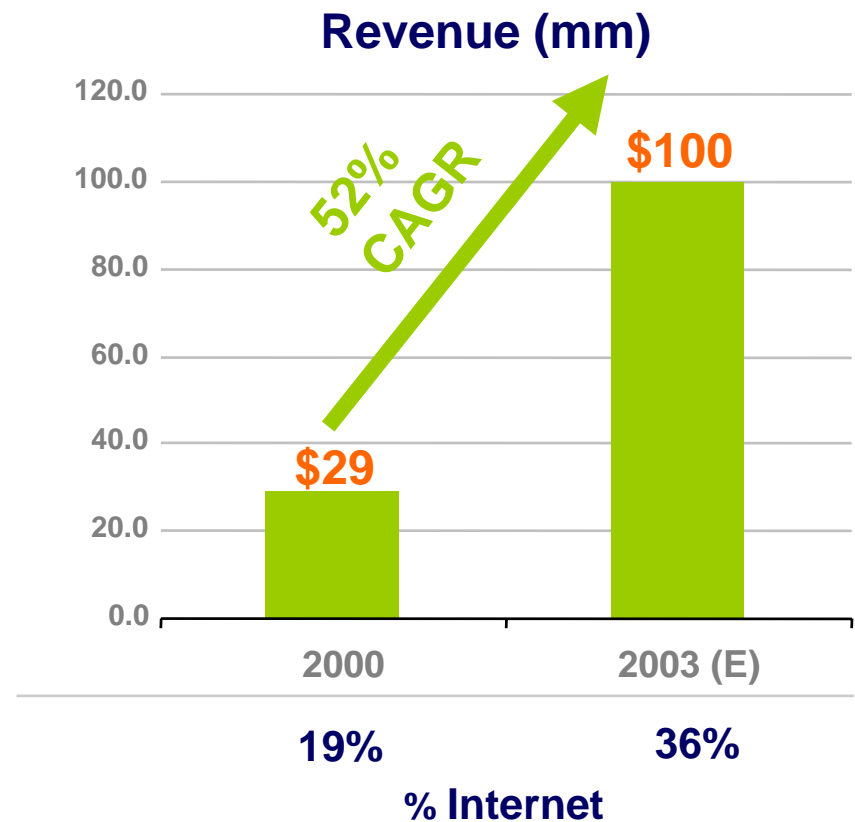
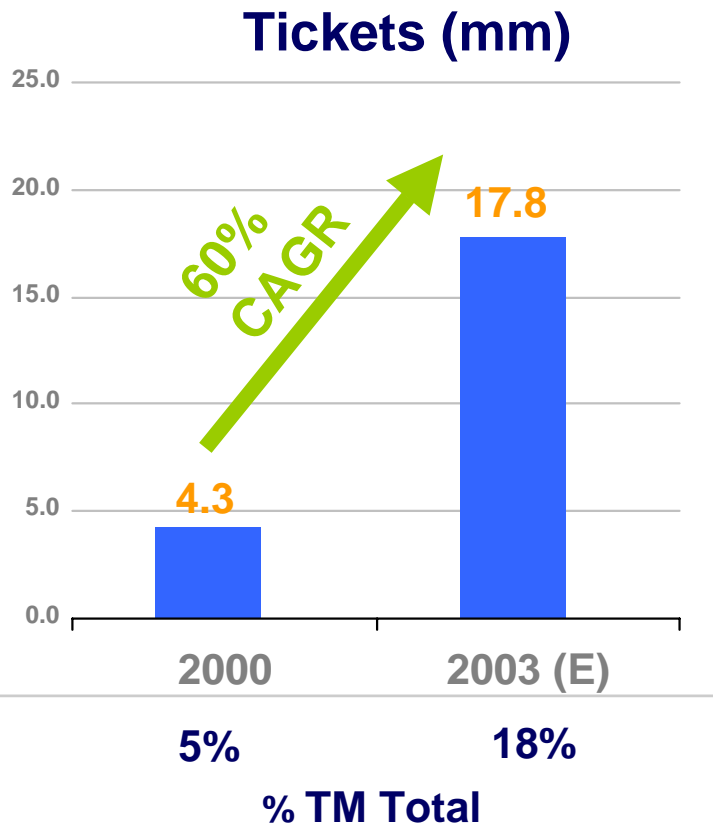
You may **click on any venue in the list below** to view a complete list of events presented by that client.

- 32 Bleu (CO)
- 400 Bar (MN)
- Abbey Pub (IL)
- Basketball Hall Of Fame (MA)
- Big Easy Concert House (ID)
- Bimbo's 365 Club (CA)
- Boston Jewish Film Festival (MA)
- Bottom of the Hill (CA)
- Bowery Ballroom (NY)
- Cafe Du Nord (CA)
- Capitol City Comedy Club (TX)
- Cedar (MN)
- Chameleon Club (PA)
- Colonial Theatre (NH)
- Crocodile Cafe (WA)
- Crowbar (PA)
- Don Hills (NY)
- Gothic Theatre (CO)
- Graceland (WA)
- Harrah's Rincon Casino & Resort (CA)
- Headliners Music Hall (KY)
- Henry Fonda Theatre (CA)
- Higher Ground (VT)
- Iridium Jazz Club (NY)
- Knitting Factory- Hollywood (CA)
- Knitting Factory- New York (NY)
- Laugh Factory (CA)
- Louvre Museum (Paris, France)
- Maxwells (NJ)
- Mazer Theatre (NY)
- Monterey Bay Aquarium (CA)

The World: Subsidiaries & Licensees



European growth has been strong



Western Europe: Subsidiaries & Opportunities

Subsidiaries

- Denmark
- Greece
- Ireland
- Netherlands
- Norway
- UK

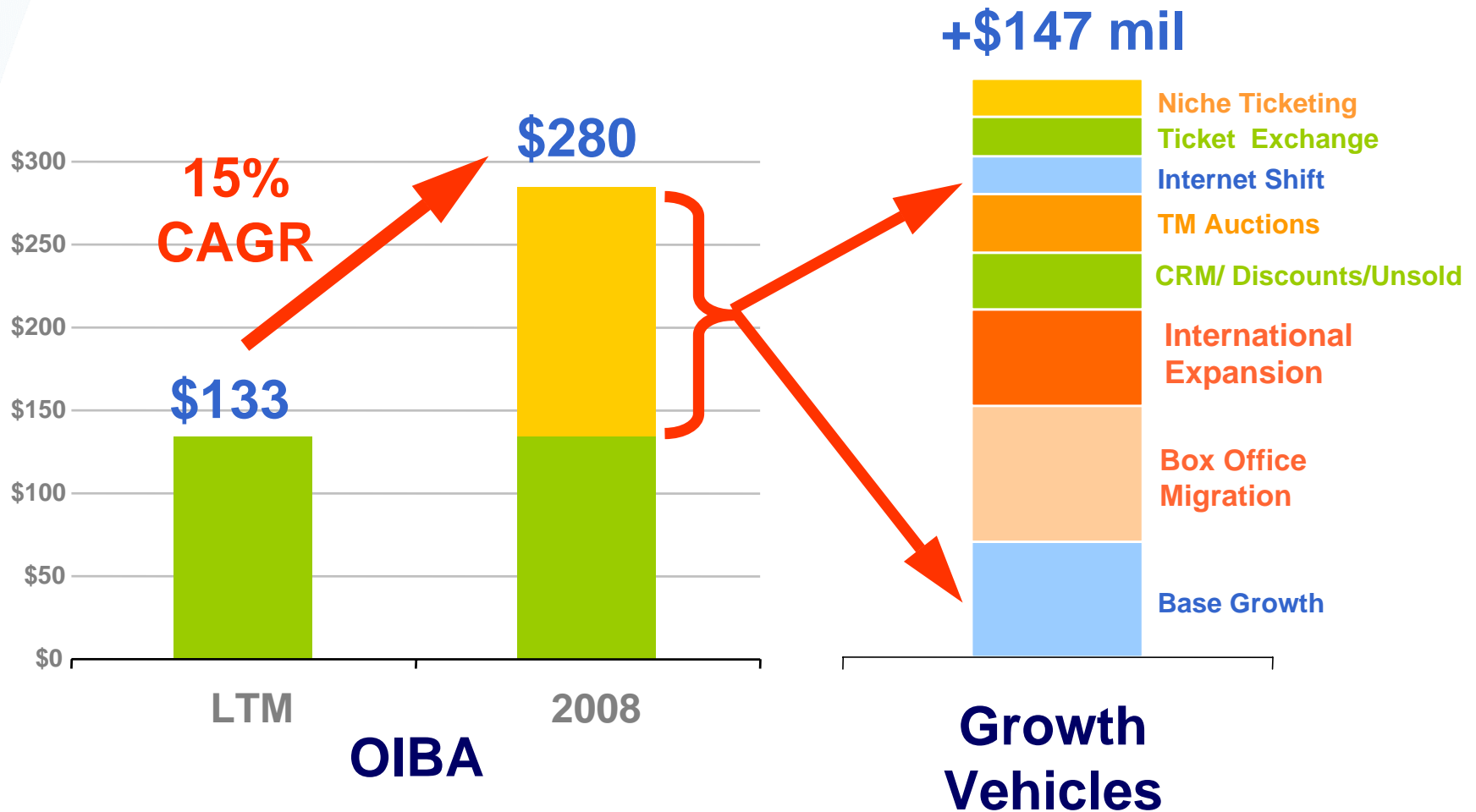
Opportunities

Country	Tickets (000)	Revenues (000)
Austria	6,500	\$ 19,500
Belgium	2,100	\$ 7,639
Finland	2,250	\$ 4,500
France	12,500	\$ 36,734
Germany	20,500	\$ 73,138
Italy	15,000	\$ 30,000
Portugal	1,100	\$ 1,323
Spain	14,750	\$ 28,615
Sweden	3,248	\$ 16,866
Switzerland	2,500	\$ 9,323
Total	77,200	\$ 210,772

■ Subsidiaries
■ Opportunities



5 year Growth – build up



IAC/Ticketing

Q&A