

IAC

Q1 2025 Earnings Call Presentation

May 2025

NON-GAAP FINANCIAL MEASURES

This presentation contains references to certain non-GAAP measures. Adjusted EBITDA (Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization) is defined as operating income excluding: (1) stock-based compensation expense; (2) depreciation; and (3) acquisition-related items consisting of (i) amortization of intangible assets and impairments of goodwill and intangible assets, if applicable, and (ii) gains and losses recognized on changes in the fair value of contingent consideration arrangements, if applicable. The reconciliations between GAAP measures and non-GAAP measures are included in the Appendix to this presentation.

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This presentation may contain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. The use of words such as "anticipates," "estimates," "expects," "plans" and "believes," among others, generally identify forward-looking statements. These forward-looking statements include, among others, statements relating to: the future financial performance of IAC and its businesses, business prospects and strategy, the anticipated benefits of the completed Angi Inc. spin-off, the reorganization of IAC's leadership, anticipated trends and prospects in the industries in which IAC's businesses operate and other similar matters. Actual results could differ materially from those contained in these forward-looking statements for a variety of reasons, including, among others: (i) our ability to market our products and services in a successful and cost-effective manner, (ii) the display prominence of links to websites offering our products and services in search results, (iii) changes in our relationship with (or policies implemented by) Google, (iv) our ability to compete with generative artificial intelligence technology and the related disruption to marketing technologies, (v) the failure or delay of the markets and industries in which our businesses operate to migrate online and the continued growth and acceptance of online products and services as effective alternatives to traditional products and services, (vi) our continued ability to develop and monetize versions of our products and services for mobile and other digital devices, (vii) unstable market and economic conditions (particularly those that adversely impact advertising spending levels and consumer confidence and spending behavior), either generally and/or in any of the markets in which our businesses operate, as well as geopolitical conflicts, (viii) the ability of our Digital business to successfully expand the digital reach of our portfolio of publishing brands, (ix) our continued ability to market, distribute and monetize our products and services through search engines, digital app stores, advertising networks and social media platforms, (x) risks related to our Print business (declining revenue, increased paper and postage costs, reliance on a single supplier to print our magazines and potential increases in pension plan obligations), (xi) our ability to establish and maintain relationships with quality and trustworthy caregivers, (xii) our ability to access, collect, use and protect the personal data of our users and subscribers, (xiii) our ability to engage directly with users, subscribers, consumers, professionals and caregivers on a timely basis, (xiv) the ability of our Chairman and Senior Executive and certain members of his family to exercise significant influence over the composition of our board of directors, matters subject to stockholder approval and our operations, (xv) risks related to our liquidity and indebtedness (the impact of our indebtedness on our ability to operate our business, our ability to generate sufficient cash to service our indebtedness and interest rate risk), (xvi) our inability to freely access the cash of DDM and its subsidiaries, (xvii) dilution with respect to investments in IAC, (xviii) our ability to compete, (xix) our ability to build, maintain and/or enhance our various brands, (xx) our ability to protect our systems, technology and infrastructure from cyberattacks (including cyberattacks experienced by third parties with whom we do business), (xxi) the occurrence of data security breaches and/or fraud, (xxii) increased liabilities and costs related to the processing, storage, use and disclosure of personal and confidential user information, (xxiii) the integrity, quality, efficiency and scalability of our systems, technology and infrastructure (and those of third parties with whom we do business), (xxiv) changes in key personnel and risks related to leadership transitions and (xxv) changes to our capital deployment strategy. Certain of these and other risks and uncertainties are described in IAC's filings with the Securities and Exchange Commission (the "SEC"), including the most recent Annual Report on Form 10-K filed with the SEC on February 28, 2025, and subsequent reports that IAC files with the SEC. Other unknown or unpredictable factors that could also adversely affect IAC's business, financial condition and results of operations may arise from time to time. It is not possible for our management to predict all risks, nor can we assess the impact of all factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those expressed in any forward-looking statements we may make. Except as required by law, we undertake no obligation to update any forward-looking statements to reflect events or circumstances after the date of such statements. You should, therefore, not rely on these forward-looking statements as representing our views as of any date subsequent to the date of this presentation.

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We obtained the market and certain other data used in this presentation from our own research, surveys or studies conducted by third parties and industry or general publications, and other publicly available sources. We have not independently verified such data, and we do not make any representations as to the accuracy of such information.

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IAC Today: Four Leaders in Large & Growing Consumer Categories



Publishing



Dotdash
meredith

#1 digital & print
publisher in America

Global Entertainment



MGM RESORTS
INTERNATIONAL™

S&P 500®
global gaming &
entertainment leader

~23% Stake¹

Holistic Family Care



care.™

#1 digital
marketplace
for care in America

Car Sharing




TURO

#1 digital marketplace
for peer-to-peer car sharing

~32% Stake¹



Search




Ask
Media Group

A leading collection of
search & reference brands

Other



IAC HQ
Building



Cash on Hand ²

\$0.9B

IAC spans diverse industries and business stages – from small seeds to category leaders – and includes real estate assets and cash ready to deploy

¹As of 3/31/2025

²IAC cash and cash equivalents balance as of 3/31/2025, excluding DDM



We Are Trading at a Substantial Discount

Today's Market Value

IAC Share Price \$35.31

Shares Outstanding¹ (M): 80.8

Equity Value \$2.9B

Less: MGM Stake (@ \$31.97/sh)² (\$2.1)B

Less: IAC Cash³ (\$0.9)B

Enterprise Value: (\$0.1)B



\$1B Digital Revenue
\$309M of Adj. EBITDA⁴
\$1.2B Net Debt
4.0x Leverage⁵



\$366M of Revenue
\$43M of Adj. EBITDA⁴



~\$600M of combined basis



~\$800M of NOLs

Investors Are Effectively Acquiring These Private Holdings for Free

¹ Fully Diluted Shares Outstanding as of 5/2/25

² IAC has approximately \$800 million in NOLs to offset against the MGM taxable unrealized gain as of 5/2/25

³ IAC cash and cash equivalents balance as of 3/31/2025, excluding DDM

⁴ Revenue and Adjusted EBITDA for trailing twelve months ended 3/31/25

⁵ DDM net debt and leverage as of 3/31/25

Our Game Plan



Business Execution



Management changes at IAC, Care & Daily Beast

Corporate cost rationalization

FCF generation/de-levering

Capital Allocation

Capital Return

4.5%/\$200M repurchase

New 10M share authorization

M&A

Strategic add-ons

Build new platforms

Opportunistic Divestitures

Bluecrew Mosaic Group



Catalysts

Angi spin-off completed; IAC's 10th fully independent company



Proven Framework for Creating Long-Term Shareholder Value

Back to Building in 2025: Our M&A Philosophy



Our DNA

Barry Diller-led culture of curiosity, creativity & ambition

Deep, seasoned leadership bench

Track record of scaling digital consumer businesses

Operational excellence

Strategic, transformative M&A

Our Core Interests

Leisure

Entertainment & Media

Travel & Hospitality

Sustainable market tailwinds

Catalyst potential

Our Advantages

Flexible, permanent capital

Forever mentality

Expansive outlook

Deep understanding of the consumer

Opportunistic

“We are freshened as far as what we are going to do with our capital... there are all sorts of opportunities, whether it's buy, build... We'll do this as we've done it before. Tell us a good idea, and if we think it makes sense, we'll go forward with it.”

- Barry Diller, February 12, 2025, IAC Earnings Call

2025 Guidance



(\$ in M)	FY 2025 Outlook ¹
Adjusted EBITDA	
DDM ²	\$330-\$350
Care.com	45-55
Search	10-15
Emerging & Other	(25-15)
Corporate	(120-110)
Total	\$240-\$295
Stock-based compensation expense ³	(30-25)
Depreciation	(35-30)
Amortization of intangibles	(100-90)
Total Operating income	\$75-\$150

Additional Q2/FY 2025 Observations

- *DDM* – In Q2 we expect Digital revenue growth of 7%-9% and total Adjusted EBITDA between \$67-\$73M. For the full year, we expect Digital revenue growth between 7%-10% given the current volatility in the macro economic environment.
- *Care.com* – In Q2 we expect revenue declines of 5%-8% and Adjusted EBITDA between \$3-\$5M.
- *Search* – In Q2 we expect revenue of \$75-\$80M and Adjusted EBITDA of \$4-\$5M.
- *Emerging & Other* – In Q2 we expect revenue around \$15M and Adjusted EBITDA losses between \$5-\$10M. FY 2025 includes certain non-recurring expenses for certain legacy businesses.
- *Corporate* – 2025 FY Adjusted EBITDA losses reflects severance and related expenses due to headcount reductions and several non-recurring expenses, including costs related to the former IAC CEO's departure and Angi Inc. spin-off. Most of these expenses were recorded in Q1 2025.

¹ As of Q1 2025 Earnings on 5/2/2025

² Excludes approximately \$36M non-cash gain from a lease termination in Q1 2025

³ FY 2025 stock-based compensation expense reflects the net reduction in Q1 2025 of approximately \$35M of stock-based compensation expense due to the provisions of the January 13, 2025 Employment Transition Agreement between IAC and our former CEO

Appendix

GAAP to Non-GAAP Reconciliation: DDM



<i>(\$ in M, rounding differences may occur)</i>	Twelve Months Ended March 31, 2025			
	Digital	Print	Corporate	Total
Operating Income (Loss)	\$166	\$38	(\$32)	\$171
Stock -based compensation	10	2	12	24
Depreciation	14	6	7	27
Amortization of intangibles	105	18	-	124
Adjusted EBITDA	\$295	\$64	(\$14)	\$345
Certain DDM items ¹	-	-	(36)	(36)
Adjusted EBITDA excluding certain DDM items	\$295	\$64	(\$50)	\$309

¹Includes a gain of \$36M related to the termination of a lease for certain unoccupied office space which otherwise would have expired in 2032.

GAAP to Non-GAAP Reconciliation: Care



<i>(\$ in M, rounding differences may occur)</i>	LTM Q1'25
Operating Income (Loss)	\$29
Stock -based compensation	4
Depreciation	5
Amortization of intangibles	5
Adjusted EBITDA	\$43

IAC Q2 2025 Outlook



<i>(\$ in M, rounding differences may occur)</i>	DDM	Care.com	Search	Emerging & Other
Operating income (loss)	\$30-\$41	\$0-\$2	\$4-\$5	(\$11-\$6)
Depreciation	5	1	-	-
Stock-based compensation expense	7	1	-	1
Amortization of intangibles	25-20	1	-	-
Adjusted EBITDA	\$67-\$73	\$3-\$5	\$4-\$5	(\$10-\$5)