Mission – Efficiently connect performances & consumers

**Clients**
Premier solutions provider & marketer
- 8,000 clients
- 30,000 sellable events/day
- $4+ billion gross/year

**Consumers**
Pre-eminent marketplace
- 58mm Database
- 20mm Registered Users
- 220mm Alerts sent YTD

---

Sell more tickets. Better.
Results have been strong

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2002</th>
<th>LTM</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tickets Sold (mm)</td>
<td>87</td>
<td>95</td>
<td>99</td>
<td>7%</td>
</tr>
<tr>
<td>Revenue (mm)</td>
<td>$580</td>
<td>$655</td>
<td>$725</td>
<td>12%</td>
</tr>
<tr>
<td>OIBA (mm)</td>
<td>$74</td>
<td>$108</td>
<td>$133</td>
<td>34%</td>
</tr>
<tr>
<td>Internet %</td>
<td>32%</td>
<td>41%</td>
<td>47%</td>
<td>21%</td>
</tr>
</tbody>
</table>
The Internet fuels our growth opportunities

Selected Domestic Categories 1999-2003E

Source: Forrester Research
Growth drivers

- 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

- **12%** Single tickets (63 mm)
- **6%** Season tickets (32 mm)
- **21%** Box Office (110 mm)
- **61%** Unsold (320 mm)

**2002 Events**
525 mm Domestic Tickets
Box office migration is a significant opportunity

**Box Office %**

<table>
<thead>
<tr>
<th>Year</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Val</td>
<td>67%</td>
<td>66%</td>
<td>65%</td>
<td>63%</td>
<td>62%</td>
</tr>
</tbody>
</table>

**1% Shift Drives $7mm OIBA**

- Tickets
- OIBA

<table>
<thead>
<tr>
<th>% Shift</th>
<th>1%</th>
<th>5%</th>
<th>10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>OIBA(M)</td>
<td>$7</td>
<td>$39</td>
<td>$77</td>
</tr>
</tbody>
</table>
Growth in TM Alerts 2002 – YTD 2003

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

2002
$2MM (310K Tix)

YTD 2003
$4.2MM (603K Tix)

106% Growth
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
- 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

Latest Special Offers
Fri, 07/25/03 8:00 pm  David Banett
Fri, 07/25/03 9:00 pm  David Banett
Sat, 07/26/03 7:00 pm  Bobby Caldwell
Sat, 07/26/03 9:00 pm  Christine Miller
Sat, 07/26/03 11:00 pm  Christine Miller

Hilton Newport Beach, CA 70% off all tickets

Thornton Winery
Temecula, CA  Buy 1 Get 1 Free

FedEx

InterActiveCorp
Dynamic pricing: The landscape

<table>
<thead>
<tr>
<th>Airlines</th>
<th>Hotel</th>
<th>Live Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>~ 30 price points</td>
<td>~ 30 price points</td>
<td>~ 3 price points</td>
</tr>
<tr>
<td>150 seats</td>
<td>500 rooms</td>
<td>18,000 seats</td>
</tr>
<tr>
<td>5 seats/price point</td>
<td>17 seats/price point</td>
<td>6,000 seats/price point</td>
</tr>
</tbody>
</table>
Efficient pricing offers significant value

Current aftermarket premiums (mm)

<table>
<thead>
<tr>
<th>Tickets Resold</th>
<th>$50</th>
<th>$70</th>
<th>$90</th>
<th>$110</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 mm.</td>
<td>$1,250</td>
<td>$1,750</td>
<td>$2,250</td>
<td>$2,750</td>
</tr>
<tr>
<td>20 mm.</td>
<td>$1,000</td>
<td>$1,400</td>
<td>$1,800</td>
<td>$2,200</td>
</tr>
<tr>
<td>15 mm.</td>
<td>$750</td>
<td>$1,050</td>
<td>$1,350</td>
<td>$1,650</td>
</tr>
</tbody>
</table>

Potential Revenue Opportunity

<table>
<thead>
<tr>
<th>% Return</th>
<th>5%</th>
<th>8%</th>
<th>10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (mm)</td>
<td>$70</td>
<td>$112</td>
<td>$140</td>
</tr>
</tbody>
</table>

- 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
## Participation in season ticket sales and transactions

### '01-'02 '02-'03 '03-04

<table>
<thead>
<tr>
<th>Software Install</th>
<th>Architics</th>
<th>65</th>
<th>79</th>
<th>88</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Gateway</td>
<td>Account Manager</td>
<td>6</td>
<td>32</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td>Team Exchange</td>
<td>1</td>
<td>8</td>
<td>17</td>
</tr>
<tr>
<td>Consumer Adoption</td>
<td>Tickets Forwarded</td>
<td>236</td>
<td>16,197</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Tickets Exchanges</td>
<td>454</td>
<td>13,266</td>
<td>-</td>
</tr>
</tbody>
</table>
Digital Music – Soundclips test
Personalization will drive consumer behavior
Niche Segments: ReserveAmerica & Ticketweb
The World: Subsidiaries & Licensees

- **Priority #1**: Subsidiaries in North America, Europe, and Asia
- **Priority #2**: Licensees and Priorities in South America, Europe, and Asia

*Map with color-coded regions for Subsidiaries, Licensees, and Priorities*
European growth has been strong

**Tickets (mm)**

- **2000**: 4.3
- **2003 (E)**: 17.8
- **% TM Total**: 5% (2000), 18% (2003)
- **CAGR**: 60%

**Revenue (mm)**

- **2000**: $29
- **2003 (E)**: $100
- **% Internet**: 19% (2000), 36% (2003)
- **CAGR**: 52%
Western Europe: Subsidiaries & Opportunities

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

Opportunities

<table>
<thead>
<tr>
<th>Country</th>
<th>Tickets (000)</th>
<th>Revenues (000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austria</td>
<td>6,500</td>
<td>$19,500</td>
</tr>
<tr>
<td>Belgium</td>
<td>2,100</td>
<td>$7,639</td>
</tr>
<tr>
<td>Finland</td>
<td>2,250</td>
<td>$4,500</td>
</tr>
<tr>
<td>France</td>
<td>12,500</td>
<td>$36,734</td>
</tr>
<tr>
<td>Germany</td>
<td>20,500</td>
<td>$73,138</td>
</tr>
<tr>
<td>Italy</td>
<td>15,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>Portugal</td>
<td>1,100</td>
<td>$1,323</td>
</tr>
<tr>
<td>Spain</td>
<td>14,750</td>
<td>$28,615</td>
</tr>
<tr>
<td>Sweden</td>
<td>3,248</td>
<td>$16,866</td>
</tr>
<tr>
<td>Switzerland</td>
<td>2,500</td>
<td>$9,323</td>
</tr>
<tr>
<td>Total</td>
<td>77,200</td>
<td>$210,772</td>
</tr>
</tbody>
</table>
5 year Growth – build up

15% CAGR

$133

$280

+$147 mil

OIBA

Growth Vehicles

LTM

2008

Niche Ticketing
Ticket Exchange
Internet Shift
TM Auctions
CRM/ Discounts/Unsold
International Expansion
Box Office Migration
Base Growth

IAC InterActiveCorp
IAC / Ticketing

Q&A