IAC Q1 2023 Shareholder Letter

May 9, 2023

Dear Shareholders,

At any given point at IAC, we of course believe we are making decisions that increase shareholder value over the long-term. Not particularly revelatory, that statement has held true whether market valuations appear rich or cheap relative to historical norms – cycles may impact the timeframe and magnitude, but not our expectations for an increase over time. Given our propensity to over-capitalize IAC, we often therefore get asked – probably every quarter for the nearly 10 years I've been doing investor calls – why we haven't used our excess cash to buy back more shares and demonstrate our faith in those accretive outcomes… don't we believe in our future? The question, a flawed premise I think, would logically continue until IAC ran out of cash with leverage up to its ears. This quarter, however, we did buy back IAC shares, but we *didn't* need to bank on future value creation and certainly can't rely on our past – we merely acknowledged the reality of the present and some very simple math.

Today IAC holds $2.8 billion of liquid shares in MGM Resorts International and $1.1 billion of Angi shares, as of yesterday's closing prices. On top of that, we have $1.0 billion of cash with no debt at the IAC parent level as of March 31, 2023. If you look at IAC's consolidated balance sheet this quarter, you'll see a different cash balance as well as the debt of Angi and Dotdash Meredith, but as we consider the value of IAC as a sum of several valuable parts, we are allocating the cash and debt to their respective entities for this analysis. For example, Angi held $327 million in cash and $500 million in debt on its balance sheet at the end of Q1, all of which shows up on IAC's consolidated balance sheet. However, the value of Angi's equity included in our math already reflects the cash, debt, and other items on Angi's balance sheet, just as the value of MGM's equity reflects MGM's balance sheet, which is not consolidated in IAC's financials. The sum of our Angi

and MGM shares, plus our cash, is $4.9 billion. With 84 million IAC shares outstanding multiplied by a price of $54.16 per share as of yesterday's close, our total equity value is $4.5 billion – that's $300 million *less* than the sum of only a few parts of IAC.

Today's Market Value	*(billions except per share)*
IAC Share Price	**$54.16**
Shares Outstanding	**84**
Equity Value	**$4.5**
Less: ANGI Stake (@ $2.56/sh)	**($1.1)**
Less: MGM Stake (@ $43.44/sh)	**($2.8)**
Plus: Q1' 23 IAC Cash	**($1.0)**
Implied ex-Angi, ex-MGM Enterprise Value	**($0.3)**

Of course, a shareholder buying a share of IAC for $54.16 gets more than just their proportionate share of that $4.9 billion of value. A shareholder also gets an interest in Dotdash Meredith's equity (after paying off Dotdash Meredith's $1.3 billion of net debt), Care.com, Vivian Health, our stake in Turo, and everything else at IAC. Reasonable people could debate what those things are worth or the potential tax consequences of various events. We simply know almost all those businesses are profitable category leaders and in aggregate they are worth far more than *negative* $300 million. As a point of comparison, on May 25th, 2021, by the same calculation, our $173 share price implied a value of $4.6 billion for our private holdings at the time.

Clearly the broader market valuations over the past two years played a role in the declines in both our stock price and the implied valuation of IAC's non-publicly traded assets, but we have also been upfront about the mistakes and misjudgments that have undermined public investors' perceptions and what we're doing to address them. Investors may take some time to appreciate the proof, but we'll keep laying it out each quarter. In the meantime, we bought the most IAC shares we've bought since 2016, using 13% of IAC-level cash.

Buying more of the assets we know well was a bit of a theme this past quarter: MGM bought back $0.5 billion more of its own shares, continuing a program that has increased our ownership since August 2022 from 16% to 18% without IAC expending any additional capital. We also bought

$104 million more of Turo (while Turo also repurchased some of its own shares), bringing our total ownership stake in Turo to 31%, plus a warrant to buy an additional 10%.

While not a prerequisite, we felt more comfortable expending cash on share purchases given the current performance of our businesses. We've made real progress toward excellent free-cash flow generation and strong competitive positioning. The following chart shows results in the last quarter as well as our updated outlook for the year, and to simplify comparisons, we've shown Dotdash Meredith results below excluding certain restructuring charges, transaction-related expenses, and lease impairment charges:

Adjusted EBITDA Excluding Certain Dotdash Meredith Items

($ in millions)	Q1		FY '23 Outlook		
	2022	**2023**	**2022**	**2023 Prior Outlook**	**2023 Current Outlook**
Dotdash Meredith	$ 35	$ 22	$232	$250-$300	$250-$300
Angi	(3)	31	45	60-100	100-130
Search	25	11	83	40-50	40-50
Emerging & Other	1	15	(2)	20-40	30-50
Corporate	(24)	(24)	(80)	(100-90)	(100-90)
Total	**$ 34**	**$ 54**	$280	*$270-$400*	*$320-$440*
Capital Expenditures	$ 30	$ 22			

Dotdash Meredith still faces a challenging advertising market, but we're starting to see stability for the first time since the acquisition of Meredith, and IAC overall has grown Adjusted EBITDA notwithstanding. We've returned to sustainable profitability at Angi and in our Emerging & Other segment, thanks to performance at Care and Mosaic and the sale of Bluecrew. We've also cut capital expenditures to levels well below last year, reflecting a higher bar for investment. Capital expenditures will appear high in Q2 due to the purchase of the land underneath IAC's headquarters building in New York City, but land acquisitions won't happen often, and uniting our building with its land under our ownership was a unique opportunity to create value for IAC.

Angi

I can attest firsthand that the team at Angi is working hard and getting things done, and I'm proud to be a part of it. We're relentlessly focused on our four key initiatives:

1) Deliver an **intuitive customer experience**.
2) Turn the trend in **SEM and SEO**.
3) Rationalize **Services**.
4) Operate with **less costs** and **generate more cash flow**.

Angi's financial results make clear we are delivering on (3) and (4). Adjusted EBITDA for the first quarter swung from a ($3 million) loss last year to a $31 million profit this year, and Angi generated positive free cash flow in Q1 for the first time since Q2 2021. We reduced the losses in our Services segment by 88% while improving the customer experience. Angi's profit potential is no longer in doubt. Our focus has now shifted to (1) and (2), though the work on acquiring and retaining customers never ends. Like anything, execution here requires some tradeoffs, and as I've said before, we're going to trade some near-term revenue to invest in long-term growth.

Key to delivering an intuitive customer experience in Angi's case is treating our customers more preciously. Less is more. We are acquiring fewer, but, we believe, better customers and putting more control of the user experience in their hands. We are aiming to send each customer fewer emails and make fewer phone calls. That means we're generating less, but more profitable and, we believe, healthier revenue. For example, outreach to every existing customer on our platform about fence repair would inevitably reach a customer in need of fence work and generate some revenue for Angi in that period. But for every user who *doesn't* need a fence, this outreach can take a toll on our business that can fester over time. We've also refined our search engine marketing, targeting potential customers we have a greater chance of delighting, and profit on our online marketing has improved materially.

We are shrinking to grow in search engine optimization, too. Last month we completed the removal of more than half of Angi's pages on the internet to focus on quality and improve our relevance to search engines. We also rearchitected our platform to accelerate site speed. That work continues, but our first meaningful improvement in speed on our SEM pages drove a big lift

in conversion. Speed and conversion are the oxygen of internet businesses. Realizing the benefits of improvements here will probably take a few quarters, but these changes should lead to both higher-quality and, eventually, more revenue.

Our sales team is also doing more, and better, with less. We had 14% fewer representatives in our salesforce this quarter versus the same time last year. That smaller group generated more value from new sales than in the same period last year. That value improvement is a product of great work throughout Angi – not just in sales. The smaller sales team is prioritizing calls to higher value prospects. The product organization has improved service professional ("SP") onboarding, giving SPs a better chance of success by focusing more on the SPs' revenue in the period than Angi's. The marketing organization has improved the value of the potential customers we deliver to SPs. The pricing team is working to optimize the price of leads to improve SPs' return on ad spend. As a result, new cohorts of SPs spend more and retain longer. We believe this is the path to healthy sustainable revenue growth – as newer SPs become a larger portion of the network, their higher spend and retention attributes will begin to offset departing older cohorts. In the meantime, with a smaller sales organization, our profit per sale is up nicely.

The progress here is fantastic, powered by a shift from a short-term focus to a lifetime customer focus. User frustration doesn't show up immediately in revenue – a high tolerance for disappointed users can *help* revenue in the short term – but manifests itself in rising customer acquisition costs and poor repeat rate over time. Throughout 2023, we expect to generate less revenue, more profit, and better relationships with our customers. The turn to profitability has happened, and we expect customer happiness and revenue to follow in 2024.

Dotdash Meredith

Dotdash Meredith's internal progress infusing Meredith's premier brands with Dotdash's exceptional technology and monetization has been frustratingly overshadowed by a challenging environment for our primary source of revenue: advertising. Traffic is improving across the former Meredith portfolio (see chart below), and eCommerce continues to demonstrate substantial strength, with overall Performance Marketing revenue growing year-over-year in March (the first

month of growth since July 2022). The historical Dotdash properties are still getting lower engagement than a year ago when people were spending more time online, but the gaps have narrowed. We knew Q1 results would be down year-over-year compared to a stronger advertising market for most of the first half of 2022, and Digital revenue declined 15% year-over-year in Q1. But trends improved throughout the quarter, with a 20% drop in January improving to a 10% decline in March. We see light at the end of what has been a long tunnel and continue to believe we'll see Digital revenue and audience stabilize year-over-year exiting Q2 and growth in the second half of this year.

Primary Brands	Months Post-Migration	Traffic Status
Health	12	🟢
Parents	11	🔴
InStyle	10	🔴
Travel & Leisure	10	🟢
Shape	9	🔴
Better Homes & Gardens	9	🟢
People	8	🟡🟢
Real Simple	8	🟢
Food & Wine	8	🟢
Southern Living	7	🟢
Allrecipes	7	🟢

Months Post-Migration	1	2	3	6	12	18	24
Expected Traffic Growth	-6%	-5%	0%	10%	20-30%	40-50%	70-100%

The advertising market varies by sector, but in aggregate continues the theme of "stable weakness". Health/Pharma, Beauty/Style, Travel and even Retail are growing, but not enough to offset the declines in typical big-spending areas such as Finance, Media, Technology and Home. We don't expect these trends to change quickly, but year-over-year trends should look better, as it was last June when the advertising market first took a meaningful hit as home and packaged goods retailers substantially reduced spending.

All the integration work and advertising challenges haven't stopped Dotdash Meredith from innovating. We are launching a major new advertising product next week which brings the

strengths of the new Dotdash Meredith to life by offering advertisers targeted, intent-driven campaigns across the properties using no cookies. We believe this is a product only Dotdash Meredith can offer, given the depth of our brands and the nature of our content. We don't need to guess what our users want – they naturally (and anonymously) provide that information based on the information they seek on our sites. It doesn't take a technological breakthrough to know that a user reading about travel is interested in travel, and a user reading about wallpaper is interested in wallpaper. Based on early reactions, we expect strong client interest as we roll it out broadly.

Notwithstanding the advertising environment, we continue to expect $250-$300 million of Adjusted EBITDA for the year (excluding the $45 million non-cash lease impairment incurred in Q1 2023), as we execute against the things in our control – traffic and monetization optimizations and continued expense discipline.

Turo

We purchased more shares in Turo in April because we see signs of an enduring marketplace. We first invested in Turo in July 2019, spending $250 million to purchase 25% of the company plus a warrant to acquire an additional 10% at a valuation of $2.0 billion. At the time, Turo was an unprofitable business, generating 25% gross margins and hoping to build enough scale to reach profitability. We believed that Andre Haddad and his team, avid users of the product, were on the verge of solving the challenging issues of trust and reliability in car sharing and that scale through product innovation would improve both margins and marketing efficiency. Both proved true.

The pandemic also helped. A massive increase in car rental demand followed a similarly large decrease in car rental supply, leading many consumers without a viable car rental solution to discover Turo. Fortunately, Turo usually delighted those customers, who've hung around and told their friends about it. Turo built on that momentum, from product to P&L. See below from Turo's most recent amended S-1.

($ in millions)	Turo P&L			
	2019	2020	2021	2022
Net revenue	$ 142	$ 150	$ 469	$ 747
Gross profit	44	53	269	405
Gross profit %	*31%*	*35%*	*57%*	*54%*
Turo's Adjusted EBITDA	(92)	(38)	81	80
Net (loss) income	(99)	(97)	(40)	155

Whether the business goes public or not, we want to be a part of what Turo's building, and Turo has so much left to build. Give the service a try. I doubt you'll go back to your prior automobile rental solution.

The future

No dialogue today is complete without mention of Artificial Intelligence (AI). I can't recall a product like ChatGPT that has so rapidly captured everyone's imagination since the iPhone. The large language models (LLMs) underpinning ChatGPT, the most talked-about Generative Artificial Intelligence (GAI) consumer product in the market today, and similar platforms can process and synthesize information in eye-opening ways. The product is new and advancing quickly, so we are probably currently at the greatest gap between reality and fear of impact, which leads to plenty of prognostication. While that gap narrows over time as some portion of vision becomes reality and some portion of fear subsides, we need to embrace and mitigate both the opportunities and disruptions, respectively.

The potential for real efficiency improvements is obvious: streamlined content production, accelerated code development, insightful scaled data analysis, more responsive customer service, and automated quality assurance, among many, many others. Unlike other breakthrough moments of technological innovation, bringing these tools into production doesn't require a complicated new skillset, and won't be limited in the earliest phases to technology companies. The boost to business productivity generally is tangible.

For our marketplace businesses specifically, where we match supply and demand to enable real-world connections, we believe GAI can be a great enabler. Angi, Care, Turo and Vivian have large proprietary networks of users and providers (service professionals, care givers, automobiles), and a key challenge for each of those businesses is creating better matches. AI can not only help

us here technologically but will also help to normalize the conversational user interfaces we need to gather better data for matching. New competition for and among search engines may also create new opportunities for distribution of our products. We believe the scaled provider networks comprising our marketplace businesses can be a key element of the value chain wherever the front-end experience evolves.

The fearful narrative for IAC has mostly concentrated on publishing businesses, extrapolated from the LLMs' surprising aptitude for content creation. As premium content creators, we pay close attention. Fortunately, the GAI models have so far gone out of their way to brand themselves as untrustworthy, and deservedly so. But don't take my biased word for it – just look at what they tell us. The first thing a user encounters on the two largest consumer-facing GAI tools in the market is a large warning sign reminding the user *not* to depend on its answer. At Dotdash Meredith, we are happy to tout exactly the opposite. We've done the work, and we stand behind our results. Maintaining trust is essential for our brands, and we do so by doing the work for our users that computer models cannot. We often visit, see, taste, smell, listen, or feel before we publish under our brands. That enduring and valuable service is critical to the health of the information ecosystem. In a world where content can now be produced at massive scale for minimal cost (the tidal wave of spam content has already begun), I believe the markers of trust which our brands provide are more important than ever, and, as platforms seek to build and maintain trust, will be rewarded.

This country also has an established system for rewarding original work and protecting intellectual property rights, and we believe those leading the advent of GAI understand that if publishers' work is taken without compensation, publishers will be unable to continue to create original work. We need not debate fairness in this letter – we can all simply agree that work without compensation is not sustainable (and un-American), and we will defend our property. This issue transcends our business – an information ecosystem that compensates those relied upon to inform and entertain the public is imperative for a functioning free press and democracy.

We cannot predict the extent of generative AI impacts across the consumer digital experience, but we can embrace and enable disruption with the tools available to make our products better. This quarter marked my 20th anniversary at IAC. I've seen many changes in that window: digital, mobile, social, and now AI. With each one came new fears, and with each we found new

opportunity. If someone said 20 years ago that web portals would disappear and one search player would hold 90% share today, there would've been cause for concern. I recall 10 years ago when virtually all search engine users were sent to 3rd party websites like ours. If someone had said then that 10 years later the dominant search engine would send fewer than half of its users to websites outside its ecosystem, as is the case today, there would've been cause for concern. And yet, IAC has innovated and adapted in a shifting media landscape all its life and grown throughout. In an organization that's always curious, constantly learning, and ambitiously building, AI is an exciting new frontier, and we are hard at work embracing it.

Sincerely,

Joey Levin
CEO

Full Year 2023 Outlook

Please find below our full year 2023 outlook. We confront investment choices every day, and as stewards of your capital, will deviate from this outlook when we have attractive opportunities that drive long-term value at the expense of short-term results. And of course, sometimes we'll simply be wrong about the future. Amply warned, here's our current outlook:

(in millions)	**FY 2023 Outlook**
Adjusted EBITDA Excluding Certain Dotdash Meredith Items	
Dotdash Meredith	$250-$300
Angi Inc.	100-130
Search	40-50
Emerging & Other	30-50
Corporate	(100-90)
Total	**$320-$440**
Dotdash Meredith lease impairment (a)	(70)
Stock-based compensation expense	(140-120)
Depreciation	(160-140)
Amortization of intangibles	(220-200)
Total Operating loss	**($270)-($90)**

(a) Includes $45 million impacting Adjusted EBITDA and $25 million impacting depreciation.

Webcast and Conference Call Details

IAC and Angi Inc. will host a joint conference call to answer questions on May 10, 2023 at 8:30 a.m. Eastern Time. The conference call will be open to the public at **ir.iac.com** or **ir.angi.com**. This letter will not be read on the call.

Non-GAAP Financial Measures

This letter contains references to certain non-GAAP measures. These non-GAAP measures should be considered in conjunction with, but not as a substitute for, financial information presented in accordance with GAAP.

Adjusted EBITDA Excluding Certain Dotdash Meredith Items is defined as operating income excluding: (1) stock-based compensation expense; (2) depreciation; (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; (4) restructuring charges; (5) transaction expenses related to the acquisition of Meredith; and (6) a lease impairment charge recorded in the first quarter of 2023 related to unoccupied office space. We believe this measure is useful for analysts and investors as this measure allows a more meaningful comparison between our performance and that of our competitors. Adjusted EBITDA Excluding Certain Dotdash Meredith Items has certain limitations because it excludes the impact of these expenses. For more information regarding expenses that are excluded from Adjusted EBITDA Excluding Certain Dotdash Meredith Items, please refer to our earnings release for the quarter ended March 31, 2023.

Turo Adjusted EBITDA, as defined in Turo's public filings, is defined as Turo's net income or loss adjusted for: (1) provision for income taxes; (2) other income and expense, net; (3) depreciation and amortization; (4) stock-based compensation expense; (5) impairment charges; (6) certain legal, regulatory, and indirect tax reserves; and (7) change in fair value of Turo's redeemable convertible preferred stock warrant liability. Turo's management and we use Adjusted EBITDA in conjunction with net income or loss, its corresponding GAAP measure, as a performance measure to assess Turo's operating performance and operating leverage in its business. Turo excludes the above items from its Adjusted EBITDA measure because these items are non-cash in nature, or because the amount and timing of these items is unpredictable, or not driven by core results of operations, thereby rendering comparisons with prior periods and competitors less meaningful. We believe Turo's Adjusted EBITDA provides useful information to investors and others in understanding and evaluating Turo's results of operations, as well as provides a useful measure for period-to-period comparisons of Turo's business performance.

Reconciliations

IAC Q1 2022, FY 2022 and Q1 2023 Operating (Loss) Income to Adjusted EBITDA Excluding Certain Dotdash Meredith Items Reconciliation:

Q1 2023

	For the three months ended March 31, 2023						
$ in millions	**Operating (loss) income**	**Stock-based compensation expense**	**Depreciation**	**Amortization of intangibles**	**Adjusted EBITDA**	**Certain Dotdash Meredith Items**	**Adjusted EBITDA excl. certain Dotdash Meredith items**
Dotdash Meredith	$ (111.2)	$ 5.1	$ 33.4	$ 49.7	$ (23.1)	$ 44.7	$ 21.6
Angi Inc.	(10.5)	12.9	25.4	2.7	30.5	-	30.5
Search	10.8	-	-	-	10.8	-	10.8
Emerging & Other	11.4	0.4	0.7	2.3	14.8	-	14.8
Corporate	(36.1)	10.6	1.7	-	(23.8)	-	(23.8)
Total	$ (135.6)	$ 28.9	$ 61.2	$ 54.6	$ 9.1	$ 44.7	$ 53.8

Q1 2022

$ in millions	For the three months ended March 31, 2022 Operating (loss) income	Stock-based compensation expense	Depreciation	Amortization of intangibles	Acquisition-related contingent consideration fair value adjustments	Adjusted EBITDA	Certain Dotdash Meredith Items	Adjusted EBITDA excl. certain Dotdash Meredith items
Dotdash Meredith	$ (56.2)	$ 4.3	$ 13.3	$ 47.9	$ (0.6)	$ 8.5	$ 26.5	$ 35.0
Angi Inc.	(34.0)	13.0	14.0	3.8	-	(3.2)	-	(3.2)
Search	25.1	-	-	-	-	25.1	-	25.1
Emerging & Other	(5.0)	-	0.4	5.5	-	0.9	-	0.9
Corporate	(38.6)	12.4	2.5	-	-	(23.7)	-	(23.7)
Total	$ (108.8)	$ 29.7	$ 30.2	$ 57.2	$ (0.6)	$ 7.7	$ 26.5	$ 34.2

FY 2022

$ in millions	For the twelve months ended December 31, 2022 Operating (loss) income	Stock-based compensation expense	Depreciation	Amortization of intangibles	Acquisition-related contingent consideration fair value adjustments	Goodwill impairment	Adjusted EBITDA	Certain Dotdash Meredith Items	Adjusted EBITDA excl. certain Dotdash Meredith items
Dotdash Meredith	$ (188.1)	$ 21.8	$ 41.4	$ 277.7	$ (0.6)	$ -	$ 152.1	$ 80.3	$ 232.5
Angi Inc.	(126.3)	52.7	78.3	14.4	-	26.0	45.1	-	45.1
Search	83.4	-	0.1	-	-	-	83.5	-	83.5
Emerging & Other	(106.2)	0.5	1.7	15.6	-	86.7	(1.6)	-	(1.6)
Corporate	(137.6)	48.5	9.6	-	-	-	(79.5)	-	(79.5)
Total	$ (474.8)	$ 123.5	$ 131.0	$ 307.7	$ (0.6)	$ 112.8	$ 199.6	$ 80.3	$ 279.9

Turo 2019-2022 Adjusted EBITDA to Net (loss) income Reconciliation:

($ in millions)	2019	2020	2021	2022
Net (loss) income	**$ (99)**	**$ (97)**	**$ (40)**	**$ 155**
Provision for (benefit from) income taxes	0	0	1	(64)
Other (income) and expense, net	(2)	(1)	1	(6)
Depreciation and amortization	2	3	4	9
Stock-based compensation expense	9	9	14	19
Impairment charges	1	2	0	-
Legal, regulatory, and indirect tax reserves	3	4	16	18
Changes in fair value of redeemable convertible preferred stock warrant liability	(5)	42	85	(51)
Turo's Adjusted EBITDA	**$ (92)**	**$ (38)**	**$ 81**	**$ 80**

Cautionary Statement Regarding Forward-Looking Information

This letter and the conference call, which will be held at 8;30 a.m. Eastern Time on Wednesday, May 10, 2023, 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: IAC's future financial performance, business prospects and strategy, 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 of links to websites offering our products and services in a prominent manner in search results, (iii) changes in our relationship with (or policies implemented by) Google, (iv) our continued ability to market, distribute and monetize our products and services through search engines, digital app stores, advertising networks and social media platforms, (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) adverse economic events or trends that adversely impact advertising spending levels, (viii) the ability of our Digital business to successfully expand the digital reach of our portfolio of publishing brands, (ix) 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), (x) our ability to establish and maintain relationships with quality and trustworthy service professionals and caregivers, (xi) the ability of Angi Inc. to successfully implement its brand initiative and expand Angi Services (its pre-priced offerings), while balancing the overall mix of service requests and directory services on Angi platforms, (xii) our ability to access, collect and use personal data about our users and subscribers, (xiii) our ability to engage directly with users, subscribers, consumers, service professionals and caregivers on a timely basis, (xiv) the ability of our Chairman and Senior Executive, certain members of his family and our Chief Executive Officer 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 Dotdash Meredith and /or Angi Inc. and their respective subsidiaries, (xvii) dilution with respect to investments in IAC and Angi Inc., (xviii) our ability to compete, (xix) adverse economic events or trends (particularly those that adversely impact consumer confidence and spending behavior), either generally and/or in any of the markets in which our businesses operate, as well as geopolitical conflicts, (xx) our ability to build, maintain and/or enhance our various brands, (xxi) the adverse impact of COVID-19 and other similar outbreaks on our businesses, (xxii) our ability to protect our systems, technology and infrastructure from cyberattacks and to protect personal and confidential user information (including credit card information), as well as the impact of cyberattacks experienced by third parties, (xxiii) the occurrence of data security breaches and/or fraud, (xxiv) increased liabilities and costs related to the processing, storage, use and disclosure of personal and confidential user information, (xxv) the integrity, quality, efficiency and scalability of our systems, technology and infrastructure (and those of third parties with whom we do business) and (xxvi) changes in key personnel.. Certain of these and other risks and uncertainties are discussed in IAC's filings with the Securities and Exchange Commission. 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. In light of these risks and uncertainties, these forward-looking statements may not prove to be accurate. Accordingly, you should not place undue reliance on these forward-looking statements, which only reflect the views of IAC's management as of the date of this letter. IAC does not undertake to update these forward-looking statements.