Tim Sullivan
President
Solidifying leadership in the business of Connecting People
Steady growth over the past three years...

Net Paid Subscribers by Month
Not a one-time transaction ➔ steady growth in re-subscription activity

Percentage of total subscription transactions coming from re-subscribers
A global business, with international adoption trends similar to the U.S. market...

Top 7 int'l markets month-on-month growth rate = 12%
The U.S. market opportunity remains enormous...

- 48.2 million never married
- 26.3 million divorced/separated
- 14.7 million widowed
- 89.3 million total singles

- 42.6% of the adult population
- 47.2% projected by 2010
- Match = ~1% market penetration
Three key levers to driving market growth:

1. **Awareness of Match.com brand**
   - Relatively high @ 80% of online singles (total aided + unaided) (1)

2. **Category “Legitimacy” – not yet complete**
   - Only 41% would tell family or friends that they were using an online dating site (1)

3. **Value-add of product – still evolving**
   - A totally new product concept
   - Creating demand, rather than shifting from offline
   - Product improvements make the service more accessible and more effective

(1) Match.com internal research
Match is the clear category leader...

<table>
<thead>
<tr>
<th></th>
<th>Unique Visitors (million)</th>
<th>Total Usage Minutes (thousand)</th>
<th>Subscribers (million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Match.com</td>
<td>12.5</td>
<td>805</td>
<td>909,881</td>
</tr>
<tr>
<td>Yahoo! Personals</td>
<td>6.0</td>
<td>309</td>
<td>?</td>
</tr>
<tr>
<td>MatchNet</td>
<td>4.4</td>
<td>336</td>
<td>?</td>
</tr>
<tr>
<td>Friendfinder</td>
<td>3.8</td>
<td>17</td>
<td>?</td>
</tr>
<tr>
<td>iMatchup</td>
<td>3.8</td>
<td>81</td>
<td>?</td>
</tr>
<tr>
<td>Lavalife</td>
<td>1.9</td>
<td>39</td>
<td>?</td>
</tr>
<tr>
<td>Date.com</td>
<td>1.6</td>
<td>47</td>
<td>?</td>
</tr>
<tr>
<td>Friendster</td>
<td>1.6</td>
<td>116</td>
<td>?</td>
</tr>
<tr>
<td>Dreammates</td>
<td>1.4</td>
<td>38</td>
<td>?</td>
</tr>
<tr>
<td>Singleme</td>
<td>1.3</td>
<td>22</td>
<td>?</td>
</tr>
<tr>
<td>eHarmony</td>
<td>1.3</td>
<td>61</td>
<td>?</td>
</tr>
<tr>
<td>Cupid Junction</td>
<td>1.3</td>
<td>18</td>
<td>?</td>
</tr>
<tr>
<td>Matchmaker</td>
<td>1.0</td>
<td>47</td>
<td>?</td>
</tr>
</tbody>
</table>

- UU’s = 2x Yahoo
- Total minutes = 2.5x Yahoo
- No competitor subscriber reporting

September ComScore Media Metrix reporting, including Love@AOL and MSN Personals
Strong Competitive Position

- The only major player with pure focus
  - 274 employees → growing to 361 by end of year ’04

- Aggressive investment in product and technology
  - 107 employees in technology and product development → growing to 169 by end of year ’04

- Strong and diversified customer acquisition strategy
  - Both distribution and direct domain

- Unchallenged brand voice
  - The defining voice/expert in the category

- Fully global footprint
  - 30% of staff on international
A business leveraging both distribution partnerships and brand marketing...

- Distribution Partners: 45%
- Direct Domain: 43%
- Online Media: 8%
- Affiliates: 4%
Strong distribution and online advertising partnerships...

- Long-term distribution partnerships ➔ shared risk & reward
- Online media deals ➔ short-term and continued optimization
- General interest portals + demographically targeted content sites
MSN: Strategic relationship recently extended

- Extended term & expanded partnership
- Permanent “Dating & Personals” channel
- Improved user experience
- Sub-channel content
MSN: Strategic relationship recently extended

- Expanded promotion throughout MSN network
- Content integration
- Personalization
- Partnership continues to expand and drive new & re-subscribers
Love@AOL Partnership Continues to Grow...

- Recently extended long-term strategic alliance
- Promotion throughout AOL service, AOL.com, Netscape, & Compuserve
- Personals channel on AOL Local
- Expanding and growing partnership...
Offline Advertising
The Key to Driving Awareness and Legitimacy

OUTDOOR

TELEVISION

RADIO
&
GUERRILLA MARKETING
PR: Solidifying our brand voice as distinct from the category

- Acknowledged category leader
- Increasingly, the “expert” on all things dating
- Part of the popular culture...

Trish McDermott
Match.com
Vice-President of Romance

IAC InterActiveCorp
Our investments in product and technology are creating clear competitive differentiation.

<table>
<thead>
<tr>
<th>BREADTH OF VALUE PROPOSITION</th>
<th>From marriage → dating → flirting → friends</th>
</tr>
</thead>
<tbody>
<tr>
<td>VERTICALIZATION</td>
<td>Community relevance and authenticity</td>
</tr>
<tr>
<td>BRAND VOICE</td>
<td>More than just “personals utility” → an authority, advisor, advocate</td>
</tr>
<tr>
<td>UNIQUENESS OF PRODUCT</td>
<td>More than just a search function → value-added matching and a broad feature set</td>
</tr>
<tr>
<td>SCALE</td>
<td>Match is the acknowledged people database</td>
</tr>
</tbody>
</table>
We are investing aggressively in Core Matching technology...

INCREASING VALUE ADD

BROWSING / SEARCHING → MATCHING BASED ON SELF-REPORTED DATA (EXPLICIT) → MATCHING BASED ON TESTING AND PROFILING (IMPLICIT)
Core Product Technology: Lifestyle Matching

- Two-way matching
- User-defined relevance weighting
- Matching based on basic profile criteria
- Lifestyle, relationships, appearance, education
Core Product Technology: Personality Matching

- Personality profiling, rather than self-reporting
- Based on 15 years of research into attraction science
- Instant report – free & customized
- Totally unique in the market…
Core Product Technology: Personality Matching

- +2 million unique tests taken in 6 months
- Matching based on test launched in October
- Patented algorithm
- “Things to talk about”
Core Product Technology:
Physical Attraction Matching

How Hot?
Remember to...
• Go fast!
• Go with your gut reaction!
Core Product Technology: Physical Attraction Matching

Test will measure aspects of physical preference:
- Attraction (beauty)
- Not your type (exclusion)
- Mutual spark (experience)
- Girlfriend material (just raw physical attraction vs dating partner)
Core Product Technology:
Physical Attraction Matching

We are classifying all profile photos...
Core Product Technology:
Physical Attraction Matching

- Matching based on physical attraction profile will launch in December
In December, Match will expand to permit searching for friends...
Searching for Friends

- Will deploy using existing profile-matching-contact model (rather than just a networking model...)
- Extends the Match value proposition to broader social interaction
- Strongly positive feedback from Match membership base
MatchLive events build brand awareness and drive subscriptions

- Launched July ’02
- 600 Events in ‘03 / 1400+ in ’04
- 50 cites in ‘03 / 80 cities in ’04
- 10 countries
- “Face-to-face” dating complements the online experience
Speedmatching Will Be in 90 Cities in 2004

- Launched in early October ‘03
- 49 events year to date
- 200+ events planned through 2003
- 1800+ events planned for 2004
- 60+ cities by end of ’03; 90+ cities by end of ‘04

### New York - Upcoming Events

<table>
<thead>
<tr>
<th>Ages</th>
<th>When</th>
<th>Who</th>
<th>Where</th>
<th>Venue</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>27 - 39</td>
<td>Wednesday, Nov 5 2003</td>
<td>Westchester Speedmatch @ Globe</td>
<td>Westchester</td>
<td>Globe Bar &amp; Grill</td>
<td>more information</td>
</tr>
<tr>
<td>25 - 36</td>
<td>Monday, Nov 13 2003</td>
<td>Speedmatching at Manhattan</td>
<td>Downtown</td>
<td>Manhattan</td>
<td>more information</td>
</tr>
<tr>
<td>35 - 45</td>
<td>Monday, Nov 17 2003</td>
<td>Speedmatching at Manhattan</td>
<td>Downtown</td>
<td>Manhattan</td>
<td>more information</td>
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<tr>
<td>30 - 50</td>
<td>Wednesday, Nov 19 2003</td>
<td>Gay Speedmatch @ FLOW</td>
<td>Downtown</td>
<td>FLOW</td>
<td>more information</td>
</tr>
<tr>
<td>30 - 45</td>
<td>Thursday, Nov 20 2003</td>
<td>Suffolk Speedmatching@Stingers</td>
<td>Long Island</td>
<td>Stingers Restaurant &amp; Lounge</td>
<td>more information</td>
</tr>
</tbody>
</table>
Online Speedmatching

- An integrated online / telephone speedmatching experience
- Members will register for online
- Will be a separate subscription
- But bundled discount for subscribers
Online Speedmatching

- Members will log in to Match.com five min. before event
- Then call 800 number
- Application takes over browser
- Synchronizes phone and web…
Online Speedmatching

- Members get intro to the site
- First profile comes up
- Clock indicates when first date will start
- Profile info on screen
Video Profiles Are Growing Steadily...

- 10,000+ videos created since launch
- 6000+ subscribers to view videos @ $4.95/month
- Key technology as broadband penetration increases
Use of Voicemail Messaging Is Expanding…

- per minute charge to leave a voicemail or arrange a call
- 7000+ subscribers to @ $4.95/month
- 15,000+ Voice Profile Greetings Recorded
- 90% of members say the sound of someone’s voice is key!
MatchMobile is the leading wireless dating application...

- High level promotion on AT&T mMode
- Can search, load a photo, and create a profile for free.
- Profile transfer from Match or directly to wireless device
- 2000+ subscribers at $4.99/month
- Other carriers by year-end
Increasing investment in content and viral quizlets...

- Increasing our brand voice
- Differentiation
- Viral customer acquisition
Match.com Advisors / Profile Assistants / Agents

Advisors
- Certified relationship counselors
- Per minute charge
- Launched October

Profile Assistant
- Freelance writers to help customers with essays
- Flat fee for edit or creation
- Launches in November

Agents
- Personal matchmaking
- Launches in December
Increasing Verticalization:
Gender Targeted Emails

Update your profile
and watch the ladies come to you.

We've added tons of great new questions to your Match.com profile so you can show off even more of your amazing self.

Face it, there's no point in asking questions if they don't want to answer them or never go to places to go.

Stop stalling!
Take a minute to enhance your profile today.

Match.com

Update your profile
and find an even more perfect match.

We noticed that you still have not updated your Match.com profile. What are you waiting for?
We've added tons of great new questions to help you find the perfect match for you – remember, the more questions you answer, the better we can help find the guy who meets all your needs! Not to mention, you'll be able to show off even more of your amazing self.

Stop stalling!
Take a minute to enhance your profile today.

Match.com
Increasing Verticalization:
Segmented Advertising and Registration Paths

- Driving greater differentiation in creative execution in online ads
- Landing page echoes online creative
- Site functionality is broad enough to support many brand promises…
Increasing Verticalization: Demographically Targeted Content Paths

- Will ramp up ’04 content creation to include more target demographic groups
- Relevance and authenticity
- Echoing huge diversity of member base and distribution partnerships
Differentiation

Match.com is building a broad suite of features and functionality to cement differentiation...

<table>
<thead>
<tr>
<th>Feature</th>
<th>Match.com</th>
<th>Yahoo! Personals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Matching</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Personality Matching</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Physical Attraction Matching</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Video</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Voice</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Profile Consulting</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Friend searching</td>
<td>X</td>
<td></td>
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<tr>
<td>Keyword Searching</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Instant Messaging</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Events &amp; Speedmatching</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Online Speedmatching</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Quizzes and content</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Wireless Product</td>
<td>X</td>
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</tr>
</tbody>
</table>

- Evolving towards a multi-product offering
- Satisfying multiple value promises (marriage → friends)
- Solidifying market leadership
- Early adoption of key future technologies
- Possible price tiering/bundling

IAC InterActiveCorp
International Development

- April 2002: Acquisition of Soulmates Technology provided core international platform
- April 2003: Acquisition of uDate solidified UK leadership and scale
- Local sites offered in 28 countries, 18 languages and 32 currencies
- International operations in 7 locations with total headcount of 98
International distribution breadth mirrors U.S. success...

<table>
<thead>
<tr>
<th>Virgilio</th>
<th>ya.com</th>
<th>Star Media</th>
<th>UOL</th>
<th>Freeserve</th>
</tr>
</thead>
<tbody>
<tr>
<td>terra</td>
<td>Tiscali</td>
<td>Kata Web</td>
<td>ninemsn</td>
<td>BT</td>
</tr>
<tr>
<td>xtramsn</td>
<td>msn</td>
<td>stern.de</td>
<td>T-Online</td>
<td>aol.co.uk</td>
</tr>
<tr>
<td>aufeminin.com</td>
<td>UNIVISION.com</td>
<td>Bild.de</td>
<td>Walker plus</td>
<td>msn Latino</td>
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<tr>
<td>msn Latino</td>
<td>Max</td>
<td>T1 msn</td>
<td>wanadoo</td>
<td>RTL.de</td>
</tr>
</tbody>
</table>
International brand building will also be key...

- Direct domain has grown from 1% of our business to 13%
As in U.S., PR and online media are proving key...

- El Pais
- CNN
- Aftonbladet
- Bild
- Evening Standard
- Stern
- Elle
- Antenna3 (Spain)
- Glamour
- Metro
- BBC News
- CNBC
- L’Espresso
- Financial Times
- Le Journal du Net
- El Mundo
Match.com is positioned for continued growth over the long term....

- A category yet to achieve its full potential
- Unequaled organizational focus
- Global organization creating a global brand
- Balanced customer acquisition strategy
- Depth ➔ Key investments in core technology and product
- Breadth ➔ Multi-product offering satisfying multiple brand promises
- Increasingly differentiated from the pack