IACr
Thomas J. McInerney EVP and Chief Financial Officer

## Building Businesses Across the Consumer Spectrum

| Retailing |  |
| :---: | :---: |
| Services | ticketmaster Realestatericom- <br> LendingTree Míl ServiceMagic |
| Media | (As) ${ }^{\text {am }}$ OCitysearch Brite* |
| Membership | nimextiove match.com entertainment. |

## With Widely Accessed Properties Used Frequently

Top 10 Internet Networks

Search: Frequent Users Favor Ask


## With Strong Year-over-Year Growth

Includes Acquisitions of Cornerstone Brands (April 2005), Ask.com (July 2005)
Operating Income

|  | Revenue | Before Amortization |
| :--- | :---: | :---: |
| Retailing | $+8 \%$ | $-3 \%$ |
| Services | $+15 \%$ | $+10 \%$ |
| Media | $+155 \%$ | $+91 \%$ |
| Membership | $+9 \%$ | $+15 \%$ |
| Total Including | $+16 \%$ | $+14 \%$ |

* Please refer to the SEC section of www.IAC.com for reconciliations of non-GAAP numbers to GAAP.

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## IAC Strategy

## Grow Each Individual Business

Use Ask As The Connecting Thread

Leverage Scale, Audience and Diversified Expertise

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## Growing Contribution From Both Established and Earlier- Stage Businesses

Operating Income Before Amortization*; Excludes Emerging Businesses and Corporate and Other

$\square$ Established
Earlier-Stage

* Please refer to the SEC section of www.IAC.com for reconciliations of non-GAAP numbers to GAAP.

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## Growth From Established Businesses - Retailing

Operating Income Before Amortization*; \$ in millions


- Recent Performance Unsatisfactory
- New Management Team/Specific Actions Underway
- Significantly Broadening Business Mix
- Targeting Price Points That Will Drive Customer Acquisition


## Retailing: Leveraging On-Line, New Features



Expanding Purchase Options


- Integrating Video Into Site
- Over 2,500 Hours (+20K Clips) Of Video Stored For Repurpose
- Adding Several Million iTV Homes in ‘07

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## Growth From Established Businesses - Ticketmaster

Operating Income Before Amortization*; \$ in millions
ticketmaster


* Please refer to the SEC section of www.IAC.com for reconciliations of non-GAAP numbers to GAAP.
- Volume Growth Consistently Ahead Of Market
- Exceptional Client Retention
- Secondary Market Efforts Gaining Momentum


## Ticketmaster: Expanding Globally




China / Beijing Olympics
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## Growth From Established Businesses - Interval

Operating Income Before Amortization*; \$ in millions

## NTEMEL NIBENTIONG.



- Strong Track Record Of Double Digit Growth
- Balanced Revenue (Subscription and Transactions)
- Increasingly On-Line
- Adding Lead Generation Services For Clients
* Please refer to the SEC section of www.IAC.com for reconciliations of non-GAAP numbers to GAAP.


## Growth From Earlier-Stage Businesses - Lending

\$ in millions

LendingTree


Driving Marketing Efficiencies In A Down Market


## Growth From Earlier-Stage Businesses - ServiceMagic

## \$ in millions

ำํ) ServiceMagic
Growth in Service Requests and Providers

-Please refer to the SEC section of www.IAC.com for reconciliations of non-GAAP numbers to GAAP.

* IAC acquired ServiceMagic in Sept. 2004. Number above is pro-forma as if IAC owned it for the entire year.


## Growth From Earlier-Stage Businesses - Match.com

## \$ in millions

match.com

52\% CAGR

Online Dating Spend; US and Europe

2006-2011 CAGR


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* Please refer to the SEC section of www.IAC.com for reconciliations of non-GAAP numbers to GAAP.


## Growth Through Innovation at Ask.com

Mystuff I Settings


## Ask Focus: Share Growth and Product Innovation



- Ask.com Share Grew 11 out of 12 Months in 2006
- Ask Network Surpassed Time Warner/AOL For 4th Position in US Query Share
- Have 40\% More Uniques Since Acquisition in 2005

Source: comScore Q Search, January 2007.

## Innovation Continues With AskX



## Innovation at Ask.com...



## Contributes Toward Growth at Other IAC Businesses

## RealEstate? Icom-

Get the knowledge. Get the edge:

Give feedback on Beta version


THE MOST POWERFULTOOL FOR FINDING THE RIGHT HOME

Search Dallas Listings Now!
call us 1-800-263-0173
dallas/fort worth metroplex search


## Integrating Ask.com Functionality

RealEstate!.. com
Get the knowledge. Get the edge:
Give feedback on Beta version


## Growth Through Innovation at Ask.com



## Growth From Consumer Applications



## Fun Web Products: Smiley Central



Over 2 Million Sent Daily

2 Billion Insertions Since 2004

## Fun Web Products: Zwinky



Over 4M
Registered Users in 8 Months

## Fastest-Growing Social Networking Site



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## Leverage Scale: Maximize Efficiency, Reduce Costs

Estimated Costs Avoided/Saved


Beyond The Low Hanging Fruit

- 75 xCo Agreements in ‘06
- 10 best practices offsites held

Shared Service Opportunities:

- Payroll
- Financial Systems
- HR Systems
- Data Centers


## Leverage Expertise: Citysearch Provides Case Study


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## Maximizing Efficiency - Contributing to Margin



Revenue
Operating Income Before
Amortization

* Please refer to the SEC section of www.IAC.com for reconciliations of non-GAAP numbers to GAAP.

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## Managing Capital Expense and Cash Flow


-Capital Expense excludes what was reported in "Corporate and Other"
*OIBDA is a non-GAAP measure defined as Operating Income Before Amortization, a non-GAAP measure defined on page 60 of IAC's 2006 Form 10-K, excluding depreciation. For OIBDA figures, please refer to pages 2 and 6, in the Q4 2006 Supplemental Financial Information and Operating Metrics, found in the "Earnings Releases" section of www.iac.com, and for reconciliations of Operating Income Before Amortization to Operating Income, please refer to Note 8 to the financial statements

28 included in IAC's 2006 Form 10-K, found in the "SEC Filings" section of www.iac.com.

## Managing Capital Structure



## Important

This presentation may contain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements include statements relating to IAC's anticipated financial performance, business prospects, new developments and similar matters, and/or statements that use words such as "anticipates," "estimates," "expects," "intends," "plans," "believes" and similar expressions. These forward-looking statements are based on management's current expectations and assumptions, which are inherently subject to uncertainties, risks and changes in circumstances that are difficult to predict. Actual results could differ materially from those contained in these forward-looking statements for a variety of reasons, including, among others: changes in economic conditions generally or in any of the markets or industries in which IAC's various businesses operate, changes in senior management at IAC and/or its businesses, the rate of online migration in the various markets and industries in which IAC's various businesses operate, technological changes, regulatory changes, changes in the interest rate environment or a slowdown in the domestic housing market, effectiveness of hedging activities, changes affecting distribution channels, consumer acceptance of new products and services, changes in the advertising market and the ability of IAC to expand successfully in international markets. Certain of these and other risks and uncertainties are discussed in IAC's filings with the Securities and Exchange Commission, including in its Annual Report on Form 10-K for the fiscal year ended December 31, 2006 ("SEC"). Other unknown or unpredictable factors also could have a material adverse effect on IAC's business, financial condition and results of operations. In light of these risks and uncertainties, these forward-looking statements may not occur. Accordingly, you should not place undue reliance on these forward-looking statements, which only reflect the views of IAC management as of the date of this presentation. IAC does not undertake to update these forward-looking statements.

## Reconciliations of GAAP to Non-GAAP Measures

## Retailing:

U.S.

International
Total Retailing
Services:
Ticketing
Lending
Real Estate
Home Services
Total Services
Media \& Advertising
Membership \& Subscriptions:
Vacations
Personals
Discounts
Total Membership \& Subscriptions
Emerging Businesses
Corporate and other
Total


Earnings from continuing operations before income taxes and minority interest
Income tax provision
Minority interest in income of consolidated subsidiaries
299.4

Earnings from continuing operations
Gain on sale of discontinued operations, net of tax
Income from discontinued operations, net of tax
Earnings before preferred dividends
Preferred dividends
192.6

Net earnings available to common shareholders

| $\$ \quad 192.6$ |
| :--- |

(A) Non-cash compensation expense includes $\$ 7.0$ million, $\$ 7.6$ million, $\$ 77.6$ million and $\$ 0.1$ million which are included in cost of sales, selling and marketing expense, general and administrative expense and other operating expense, respectively, in the accompanying consolidated statement of operations.

## Reconciliations of GAAP to Non-GAAP Measures

|  |  | For the year ended December 31, 2005 |
| :--- | ---: | :--- | ---: | :--- |

(A) Non-cash compensation expense includes $\$ 7.4$ million, $\$ 5.8$ million, $\$ 124.2$ million and $\$ 0.1$ million which are included in cost of sales, selling and marketing expense, general and administrative expense and other operating expense, respectively, in the accompanying consolidated statement of operations.

## Reconciliations of GAAP to Non-GAAP Measures

## Reconciliation of Operating Income to Operating Income Before Amortization and Depreciation

| (\$ in millions) | Year Ended |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2004 |  | 2005 |  | 2006 |  |
| Operating Income | \$ | 160.6 | \$ | 341.0 | \$ | 253.4 |
| Adjustments to Operating Income Before Amortization |  |  |  |  |  |  |
| Amortization of Intangibles |  | 185.4 |  | 186.5 |  | 183.4 |
| Non-cash compensation expense |  | 70.3 |  | 137.5 |  | 92.3 |
| Amortization of non-cash marketing |  | 1.3 |  | 0.0 |  | 37.1 |
| Goodwill Impairment |  | 0.0 |  | 0.0 |  | 189.1 |
| Operating Income Before Amortization (OIBA) | \$ | 417.6 | \$ | 665.0 | \$ | 755.3 |
| Depreciation |  | 126.9 |  | 133.8 |  | 155.8 |
| Operating Income Before Amortization and Depreciation (OIBDA) | \$ | 544.5 | \$ | 798.8 | \$ | 911.1 |

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## Reconciliations of GAAP to Non-GAAP Measures

## Financial Results and Reconciliations

(\$ in millions, except per share amounts, rounding differences may exist)

## Revenue

Retailing:
U.S.

International
Total Retailing
Services:
Ticketing
Lending
Real Estate
Home Service
Home Service
Total Servic
Media \& Advertising
Membership \& Subscriptions:
Vacations
Personals
Discounts
Intra-sector eliminations
Total Membership \& Subscriptions
Emerging Businesses
Inter-segment eliminations
Total Revenue

Operating Income Before Amortization
Retailing:
U.S.

International
Total Retailing
Services:
Ticketing
Lending
Real Estate
Home Services
Total Services
Media \& Advertising
Membership \& Subscriptions:
Vacations
Vacations
Personals
Discounts
Total Membership \& Subscriptions
Emerging Businesses
Corporate expense and other
Total Operating Income Before Amortization

| 2003 |  | 2004 |  | 2005 |  | 2006 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| FYE 12/31 |  | FYE 12/31 |  | FYE 12/31 |  | FYE 12/31 |  |
| \$ | 1,763.7 | \$ | 1,905.9 | \$ | 2,671.0 | \$ | 2,933.4 |
|  | 348.4 |  | 342.0 |  | 379.9 |  | 358.2 |
| 2,112.1 |  |  | 2,247.9 |  | 3,050.9 |  | 3,291.6 |
| 743.2 |  |  | 768.2 |  | 950.2 |  | 1,085.4 |
| 48.6 |  |  | 159.3 |  | 367.8 |  | 428.8 |
| 7.2 |  |  | 30.4 |  | 57.6 |  | 56.8 |
| - |  |  | 6.9 |  | 41.0 |  | 63.7 |
| 799.0 |  |  | 964.9 |  | 1,416.5 |  | 1,634.7 |
| 28.7 |  |  | 30.5 |  | 213.5 |  | 544.2 |
| 222.8 |  |  | 256.8 |  | 272.8 |  | 299.1 |
| 185.3 |  |  | 198.0 |  | 249.5 |  | 311.2 |
| 201.5 |  |  | 217.9 |  | 219.0 |  | 196.8 |
| (1.4) |  |  | (1.3) |  | (1.5) |  | (1.6) |
| 608.1 |  |  | 671.5 |  | 739.8 |  | 805.5 |
| - |  |  | - |  | 0.9 |  | 7.5 |
| (1.0) |  |  | (3.7) |  | (5.1) |  | (6.0) |
| \$ | 3,547.0 | \$ | 3,911.0 | \$ | 5,416.5 | \$ | 6,277.6 |
| \$ | \$ 168.3 | \$ | 194.7 | \$ | 276.6 | \$ | 268.9 |
|  | 4.7 |  | 4.3 |  | 5.8 |  | 4.4 |
| 173.0 |  |  | 199.0 |  | 282.3 |  | 273.3 |
| 144.5 |  |  | 164.3 |  | 218.7 |  | 264.4 |
| $\begin{gathered} 3.1 \\ (2.0) \end{gathered}$ |  |  | 26.1 |  | 80.6 |  | 63.6 |
|  |  |  | (4.6) |  | (16.7) |  | (21.3) |
| - |  |  | 0.3 |  | 11.2 |  | 16.2 |
| 145.7 |  |  | 186.0 |  | 293.9 |  | 322.9 |
| (19.9) |  |  | (13.3) |  | 30.5 |  | 58.3 |
| 66.2 |  |  | 90.2 |  | 110.7 |  | 124.8 |
| 31.0 |  |  | 27.6 |  | 47.9 |  | 63.4 |
| 46.1 |  |  | 22.0 |  | 17.5 |  | 13.9 |
| 143.3 |  |  | 139.8 |  | 176.2 |  | 202.0 |
| (3.8) |  |  | (4.5) |  | (12.1) |  | (15.9) |
| (73.0) |  |  | (89.4) |  | (105.7) |  | (85.4) |
| \$ | 365.3 | \$ | 417.6 | \$ | 665.0 | \$ | 755.3 |

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## Reconciliations of GAAP to Non-GAAP Measures

(\$ in millions, except per share amounts, rounding differences may exist)

```
Non-cash compensation expense
    Retailing:
        U.S.
        International
    Total Retailing
    Services
        Ticketin
        Lending
        Real Estate
        Real Estate
    Total Services
    Media & Advertising
    Membership & Subscriptions:
        Vacations
        Personals
        Discounts
    Total Membership & Subscriptions
    Emerging Businesses
    Corporate expense and other (a)
Total non-cash compensation expense
Amortization of non-cash marketing
    Retailing:
        U.S.
        International
        Total Retailing
    Services:
        Ticketin
        Lending
            Real Estate
            Home Service
    Total Services
    Media & Advertising
    Membership & Subscriptions:
        Vacations
        Personals
        Discounts
    Total Membership & Subscription
    Emerging Businesses
    Corporate expense and other
Total amortization of non-cash marketing
```



## Reconciliations of GAAP to Non-GAAP Measures <br> <br> IAC

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## Financial Results and Reconciliations

(\$ in millions, except per share amounts, rounding differences may exist)

## Amortization of intangibles and goodwill impairment

Retailing:
U.S.

Total Retailing
Services:
Ticketing
Lending
Lending
Home Services
Total Services
Total Services
Media \& Adverti
Media \& Advertising
Membership \& Subscriptions:
Vacations
Personals
Discounts (b)
Total Membership \& Subscriptions
Total Membership \&
Emerging Businesses
Corporate expense and othe
Total amortization of intangibles and goodwill impairment

## Operating Income (Loss)

Retailing:
U.S.

International
Total Retailing
Services:
Ticketing
Lending
Real Estate
Home Services
Total Services
Media \& Advertising
Membership \& Subscriptions:
Vacations
Personals
Discounts (b)
Total Membership \& Subscriptions
Emerging Businesses
Corporate expense and other (a)
Total operating income (loss)

| $\begin{array}{c\|} \hline 2003 \\ \hline \text { FYE 12/31 } \\ \hline \end{array}$ |  | $\begin{gathered} \hline 2004 \\ \hline \text { FYE 12/31 } \end{gathered}$ |  | $\begin{gathered} \hline 2005 \\ \hline \text { FYE 12/31 } \end{gathered}$ |  | $\begin{gathered} \hline 2006 \\ \hline \text { FYE 12/31 } \\ \hline \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |
| \$ | (50.8) | \$ | (52.9) | \$ | (59.4) | \$ | (36.2) |
|  | (1.3) |  | (1.3) |  | (1.3) |  | (0.7) |
|  | (52.1) |  | (54.2) |  | (60.8) |  | (36.9) |
|  | (26.9) |  | (26.2) |  | (28.7) |  | (27.1) |
|  | (14.0) |  | (19.0) |  | (23.4) |  | (16.4) |
|  | (2.3) |  | (6.5) |  | (11.9) |  | (7.6) |
|  | - |  | (1.0) |  | (3.0) |  | (3.1) |
|  | (43.2) |  | (52.6) |  | (67.1) |  | (54.2) |
|  | (47.6) |  | (33.4) |  | (22.8) |  | (34.6) |
|  | (25.2) |  | (25.2) |  | (25.2) |  | (25.2) |
|  | (12.9) |  | (8.1) |  | (3.8) |  | (2.0) |
|  | (5.7) |  | (8.0) |  | (6.4) |  | (219.0) |
|  | (43.8) |  | (41.3) |  | (35.4) |  | (246.3) |
|  | - |  | (3.9) |  | (0.4) |  | (0.5) |
|  | - |  | - |  | - |  | - |
| \$ | $\stackrel{(186.7)}{ }$ | \$ | $\stackrel{(185.4)}{ }$ | \$ | $\stackrel{(186.5)}{ }$ | \$ | $\underline{ }$ |
| \$ | 117.5 | \$ | 141.7 | \$ | 216.7 | \$ | 228.0 |
|  | 3.4 |  | 3.0 |  | 4.5 |  | 3.7 |
|  | 120.9 |  | 144.7 |  | 221.1 |  | 231.7 |
|  | 116.5 |  | 137.9 |  | 189.9 |  | 237.3 |
|  | (11.6) |  | 4.4 |  | 55.3 |  | 48.1 |
|  | (4.8) |  | (12.0) |  | (29.5) |  | (28.5) |
|  | - |  | (2.2) |  | 8.9 |  | 12.4 |
|  | 100.0 |  | 128.1 |  | 224.6 |  | 269.4 |
|  | (69.8) |  | (47.1) |  | 7.7 |  | (6.0) |
|  | 41.0 |  | 65.0 |  | 85.5 |  | 99.6 |
|  | 14.1 |  | 18.8 |  | 44.1 |  | 58.4 |
|  | 40.4 |  | 14.0 |  | 11.2 |  | (205.2) |
|  | 95.5 |  | 97.9 |  | 140.8 |  | (47.2) |
|  | (5.9) |  | (8.4) |  | (12.7) |  | (21.0) |
|  | (103.9) |  | (154.6) |  | (240.6) |  | (173.4) |
| \$ | 136.7 | \$ | 160.6 | \$ | 341.0 | \$ | 253.4 |

(a) Corporate expense and other operating loss in Q3 2005 includes a $\$ 67$ million non-cash compensation charge related to the treatment of vested stock options in connectior partially offset by a $\$ 5.5$ million reduction in non-cash compensation expense due to the cumulative effect of a change in the Company's estimate related to the number of (b) Discounts Q4 2006 operating income includes a $\$ 214$ million impairment charge related to intangible assets and goodwill.

## Reconciliations of GAAP to Non-GAAP Measures

IAC RECONCILIATION OF OPERATING CASH FLOW FROM CONTINUING OPERATIONS TO FREE CASH FLOW (unaudited; \$ in millions)

Net cash provided by (used in) operating activities attributable to continuing operations (Decrease) increase in warehouse loans payable
Capital expenditures
Tax payments related to the sale of VUE interests Preferred dividends paid
Free Cash Flow (a)

| Twelve Months Ended December 31, |  |  |  |
| :--- | :---: | :---: | :---: |
| 2006 |  | 2005 |  |
| $\$$ | 814.3 | $\$$ | $(82.5)$ |
|  | $(23.8)$ | 162.8 |  |
|  | $(251.4)$ | $(222.9)$ |  |
|  | 3.1 | 862.6 |  |
|  | - | $(9.6)$ |  |
| $\$$ | 542.2 | $\$$ | 710.4 |

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