



Creating meaningful connections

Impact Report 2023



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Global presence. Revolutionary technology. Deeper connections.



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Message from the CEO

Bringing people together through meaningful connections

“Our relentless focus on our mission of creating connections is more critical now than ever. With the programs highlighted in this report, plus the many more on the horizon, Match Group has a strong foundation from which we will continue to build in the years ahead.”

—BERNARD KIM, Chief Executive Officer of Match Group



- Ensuring the trust and safety of our users is a core pillar of how we operate. We continue to invest in and implement many new features to enhance the safety of those on our apps and meeting in real life. We reorganized our internal teams leading these initiatives to provide better cross-brand sharing of our most effective strategies. We continued to reach out to law enforcement, regulators, NGOs, and other experts to deepen our awareness and understanding of key topics so we can create a safer ecosystem for everyone.

- We enhanced our commitment to responsible and ethical business practices by joining the United Nations Global Compact. Although we support all of the UN’s Sustainable Development Goals, we believe we can make a meaningful difference by focusing heavily on six of the key goals – good health and wellbeing, quality education, gender equality, reduced inequalities, climate action, and peace, justice and strong

institutions. Our actions in these areas are not only a symbol of our dedication to human rights, fair labor, sustaining the environment, and anti-corruption, but they reinforce our duty and active undertakings to uphold the Ten Principles of the UN Global Compact.

- Our desire to improve the natural world was also on full display this year. We maintained our previously achieved goal to be carbon neutral, and are shifting towards more sustainably built new and existing office spaces, among many other efforts.

Perhaps my favorite initiative is from an idea submitted by one of our employees. We now plant a tree for couples who inform us of their successful connection made on some of our apps – as a way to both symbolically and literally allow us to watch their love grow.

- Beyond all of these efforts, I believe that investing in and supporting our employees to create a strong team culture is perhaps the most important factor of business success. Together with the other leaders in our newly established executive leadership team, we have focused on fostering key talent development programs at all levels; initiating feedback forums to truly listen and respond to input from our teams; and establishing an environment of transparency, collaboration, inclusion, and trust across our entire portfolio.

Systemic challenges will continue around the world, which deepens the economic and societal uncertainty felt by so many. Our relentless focus on our mission of creating connections is more critical now than ever. With the programs highlighted in this report, plus the many more on the horizon, Match Group has a strong foundation from which we will continue to build in the years ahead. We value your partnership in our journey.

Over the past year, I have been continually awestruck by the dedication and focus at Match Group on creating and championing connections for singles all over the world. Every day, our work enables meaningful relationships for people regardless of their age, demographics, or geography. We pair that passion with a deep focus on creating connections for our employees and within the global communities where we operate.

I am incredibly proud of the scale and impact of the programs we provide, our partners in amplifying these initiatives, and our ongoing commitment to listening, learning, growing, and evolving. I'd like to highlight just a few of our advances:

About us

Building a global technology company to connect people

At Match Group, our mission is to spark meaningful connections for every single person worldwide.

OVERVIEW

We pioneered the concept of online dating more than 25 years ago. Since then, hundreds of millions of people have used our brands' services to create meaningful connections around the world and across a spectrum of age, race, gender, sexual orientation, ability, and backgrounds.

By remaining on the cutting edge of technology, we've continued to innovate within the category we built—developing a diverse portfolio of leading brands under one trusted umbrella. From there, our brands have

an enhanced ability to establish safe and inclusive spaces, disrupt their category, raise the bar for our industry, and revolutionize the way people meet.

We're relentless in our pursuit to evolve our diverse portfolio of apps, and we're committed to fulfilling our mission responsibly, while maximizing our positive global impact.

\$3.2bn
Revenue¹

\$1.1bn
Adjusted Operating Income¹

16.3m
Average Payers^{1,2}

2,700+
Employees worldwide



¹ Metrics for the year 2022. Adjusted Operating Income is a non-GAAP financial measure which is in addition to Operating Income, which is a financial measure presented in accordance with U.S. GAAP. Adjusted Operating Income is not a substitute for, or superior to, Operating Income. See page 51 for a reconciliation of Adjusted Operating Income to Operating Income.

² "Payers" are unique users at a brand level in a given month from whom we earned Direct Revenue. Direct Revenue is revenue that is received directly from end users of our services and includes both subscription and à la carte revenue. When presented as a quarter-to-date or year-to-date value, Payers represents the average of the monthly values for the respective period presented. At a consolidated level, duplicate Payers may exist when we earn revenue from the same individual at multiple brands in a given month, as we are unable to identify unique individuals across brands in the Match Group portfolio. Our global portfolio of brands includes Tinder®, Hinge®, Match®, Meetic®, OkCupid®, Pairs™, PlentyOfFish®, Azar®, Hakuna™, and more, each built to increase our users' likelihood of connecting with others.

Match Group celebrates connection

SWIPING RIGHT ON LOVE



Emily & Joe

✓ Matched on: Tinder



"I wouldn't have met my best friend and wife-to-be without you, Tinder."

FINDING LOVE AROUND THE CORNER



Chenlu & Ross

✓ Matched on: Hinge



"People say dating apps are hard, but I only had to go on one date!"

GOING THE DISTANCE FOR REAL LOVE



Michael & Marc

✓ Matched on: BLK



"It was nice to see that there was a dating app for black singles to meet and connect."

OUR LARGEST BRANDS



TINDER

- Launched in 2012
- World's most popular app for meeting new people



HINGE

- Launched in 2011
- Designed to be Deleted®: dating app for the modern millennial, getting them off the app and out on great dates



MATCH

- Launched in 1995
- Created millions of love stories as a top destination for singles looking for a long-term relationship



MEETIC

- Launched in 2001
- A leading dating service in Europe, enabling its members to find meaningful connections



OKCUPID

- Launched in 2004
- Uses daters' responses to its iconic, in-depth questions to match singles based on the things that matter to them



PAIRS

- Launched in 2012
- A leading dating app in Japan



PLENTY OF FISH

- Launched in 2003
- Offers a low-pressure user experience, and live streaming, helping people to match and meet



AZAR

- Launched in 2014
- A leading 1:1 live chat and video app with user base predominantly in Asia



HAKUNA

- Launched in 2019
- Interactive, social live streaming app enabling group video and audio broadcast



CHISPA

- Launched in 2017
- A leading dating app for U.S. Latin singles



BLK

- Launched in 2017
- A leading dating and lifestyle app for Black singles



THE LEAGUE

- Launched in 2015
- Designed to serve highly ambitious, career-oriented singles

ESG strategy

Empowering connection around the world

OUR VISION

At Match Group, we recognize our place in this interconnected world. As our brands strive to create safe, inclusive spaces to enable people around the world to make meaningful connections, we also seek to make positive, global contributions through our environmental, social, and governance (ESG) strategy and practices.

OUR APPROACH

Safety, inclusivity, and privacy are among the top priorities of our business, our stakeholders, and the communities we impact. To this end, we conducted an assessment to identify opportunities to align our ESG initiatives and practices with our business priorities.

Through this process, we have identified the following ESG issues as those most relevant:

- Safety
- Data security
- Data privacy
- Diversity, equity, and inclusion (DEI)
- People development
- Climate change

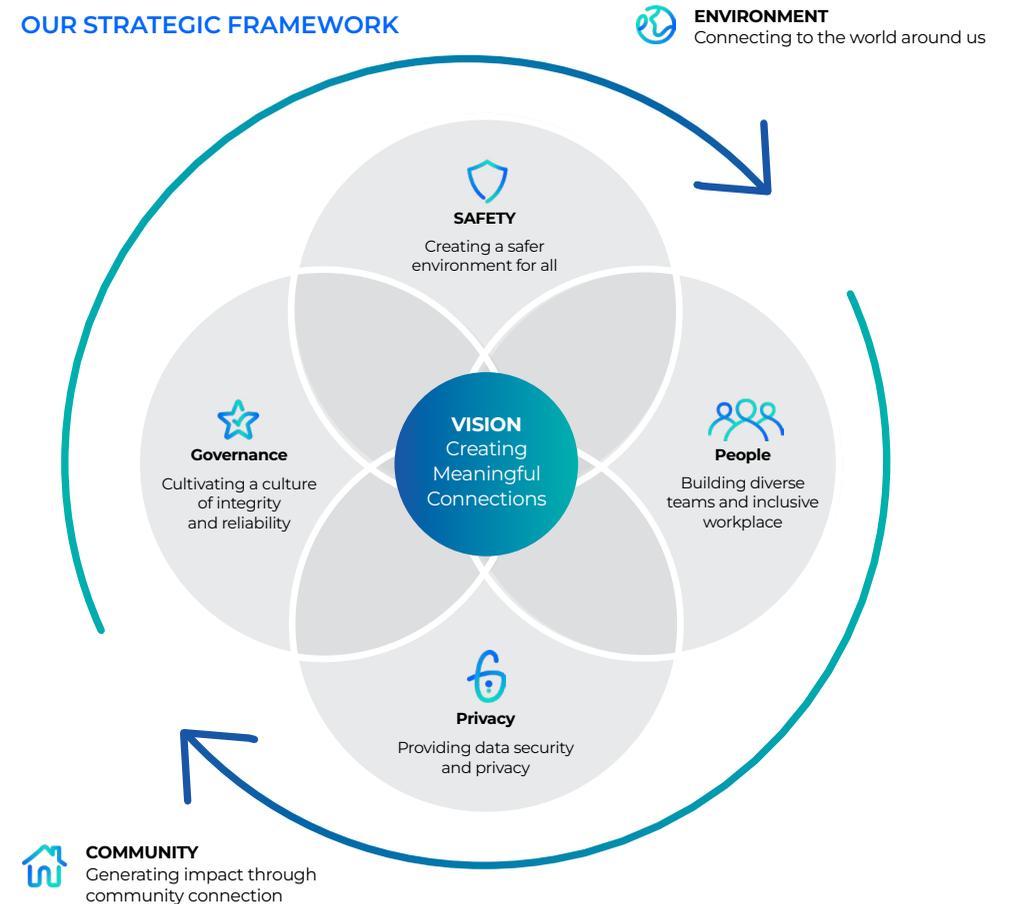
We intend to continue to review our priority ESG issues in line with our regular business planning and risk management processes.

Our report focuses primarily on these key material issues and is informed by the **Sustainability Accounting Standards Board (SASB)** and the **Task Force on Climate-Related Financial Disclosures (TCFD)** reporting frameworks. We also report on our alignment with the **United Nations Sustainable Development Goals (SDGs)**.

In 2022, Match Group joined the **United Nations Global Compact**, a voluntary leadership platform for the development, implementation, and disclosure of responsible, ethical business practices. By becoming signatories, Match Group and our brands commit to uphold the Ten Principles of the UN Global Compact on human rights, labor, environment, and anti-corruption.

Throughout this report and in the **read more** section we provide an update on our progress in line with these ESG reporting frameworks and on our commitments.

OUR STRATEGIC FRAMEWORK



United Nations' Sustainable Development Goals

Making a positive impact through business strategy

The United Nations' Sustainable Development Goals (SDGs) are a collaborative, global effort to achieve a better and more sustainable future for all. Represented by 17 global goals and 169 targets, the SDGs address challenges of poverty, inequality, climate change, environmental degradation, peace, and justice.

We support this effort. Throughout Match Group, we consider opportunities to align our business activities and key priority areas with the SDGs and have identified key areas where we have the greatest influence and impact through our business strategy, platforms, and services. While we remain committed to responsibly managing our operations and supporting our communities in line with all SDGs, we have a direct, positive contribution to six of the 17 SDGs.

Match Group will be participating in the UN Global Compact's SDG Innovation Accelerator for Young Professionals in 2023, a nine-month program that empowers young Match Group employees with the tools to collaborate and accelerate business innovation towards the SDGs. Through this program, participants will engage in learning opportunities while building a network of global peers invested in sustainable development. Match Group also benefits by developing talent that seeks to solve sustainability challenges and helps us foster an environment within our company that celebrates globally minded individuals who seek to better the world.

WE SUPPORT THE FOLLOWING SIX SDGs:



Goal 3: Good Health and Well-being
Ensure healthy lives and promote wellbeing for all at all ages.



Goal 4: Quality Education
Ensure inclusive and equitable quality education and opportunities for all.



Goal 5: Gender Equality
Achieve gender equality and empower all women and girls.



Goal 10: Reduced Inequalities
Reduce inequality within and among countries.



Goal 13: Climate Action
Take urgent action to combat climate change and its impacts.



Goal 16: Peace, Justice and Strong Institutions
Promote peaceful and inclusive societies for sustainable development.

SAFETY

Providing a safer environment for all

At Match Group, our mission is to spark meaningful connections for every single person worldwide. In order for our members to feel comfortable being authentic and vulnerable, we must foster environments where they feel safe to do so. We have implemented an organizational structure that we believe is helping us to build a foundation of authenticity, empathy, equity, care, and respect for our users and the communities our platforms touch.



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Safety strategy

Building a community centered on safety

OUR VISION

We aim to build an authentic, equitable, and respectful community, free from all forms of harm. To realize this vision, we apply our safety values. Put people first. Prioritize individual safety. Respect individual privacy and autonomy. Operate with integrity.

OUR APPROACH

The safety of our users and our community is one of our top priorities and we intend to lead by setting the highest overall safety standards in our industry and to continue improving on those standards. We also recognize the widespread impact we have on making dating safer for everyone. For example, we have continued to promote the safety of users by investing in new innovative safety features and technology across the portfolio, such as the expansion of *Are You Sure? Does This Bother You?*, and implementing a trauma informed, survivor centric support structure across all of our brands.

As an industry leader, our work on safety is never done and it's the reason we remain committed to continuously enhancing our practices and policies, as well as working with experts to ensure safety is always top of mind. Our executive team—comprised of brand CEOs, Match Group's CEO, and other Match Group executives—receives monthly briefings on relevant safety matters and associated metrics. The Audit Committee of the Board of Directors receives quarterly updates, and the full Board of Directors is briefed on safety matters regularly.

SAFETY FRAMEWORK

Our safety framework guides our brands in preventing and responding to harms facilitated by the misuse of our platforms. Each brand has its own safety team comprised of representatives from Product Development and Customer Care. Our extensive network of safety professionals have employed a variety of strategies to ensure our users limit their risk exposure when

venturing into the world of romantic connections. Those strategies target four key pillars: Trust and Safety Operations, Social Advocacy, Law Enforcement Operations and Investigations, and Safety Features.

Trust and Safety Operations

Achieving operational safety excellence through cross-portfolio support.

Social Advocacy

Building partnerships to advocate for communities most impacted by violence and oppression, both internally with our employees and externally within our broader ecosystem.

Law Enforcement Operations and Investigations

Building collaborative partnerships through outreach and proactive engagement with law enforcement and safety experts to gain insights on trends to inform brands on safety policy, features, and initiatives.

Safety Features

Constantly improving our features and services and future offerings to prioritize consumer safety in all facets of production and activation.

STRENGTHENING OUR TRUST AND SAFETY TEAM

To build safer and more inclusive dating experiences for both in-app and in-person interactions, we are committed to continually strengthening our safety initiatives and investing in industry leading safety solutions. For better alignment and efficiency across the portfolio, we restructured to bring the Match Group and Tinder Trust and Safety

teams together under a single leader. We have also realigned our Policy, Data, and Operations team, which oversees trust and safety strategy and liaises with community partners that become involved in incidents involving our brands. This team also encompasses the critical safety team and a newly blended team overseeing law enforcement intake and outreach, as well as moderation processes for child safety and registered sex offenders.

Match Group's social advocacy efforts seek to expand our social impact efforts and partnerships with leading NGOs and advocacy groups.



Safety strategy

Cross-brand global safety campaigns

Match Group Advisory Council

Formed in 2018, the Match Group Advisory Council (MGAC) includes leading safety advocates and crime prevention advisors. MGAC meets regularly to review and assess the safety of our platforms and to advise on critical issues, such as the prevention of sexual assault, dating violence, sex trafficking, and harassment. We recently added our first global representative to the MGAC from NO MORE, a non-profit organization dedicated to helping stop domestic violence and sexual assault in homes and communities around the world.

Looking forward

In working with NGOs, safety experts, and law enforcement around the world, we are able to understand the latest trends and continue investing in technology and enhancing our policies. As part of this ongoing work, we intend to continue to focus on leveraging technology and building practices that make dating safer for everyone.

ROMANCE SCAMS

We recently launched our first global, portfolio-wide user education campaign focusing on romance scams, with an emphasis on cryptocurrency crimes. Brands across the portfolio—including Tinder, Hinge, Match, Plenty of Fish, and Meetic—provided users with resources and knowledge, including the following tips, to help keep them safe:

- 1. Stay on the app as long as possible:** Scammers will attempt to get you on to another platform quickly. If the match wants to move platforms but still *does not* want to meet up or video call it is a red flag.
- 2. Use the tools available in-app:** Verify your profile with Photo Verification and look out for the verification check on your matches. You can also set up video chats before meeting in person. If your date can't do any of these things, it's a red flag.
- 3. They're a 10 but a crypto expert:** If a new love interest is giving you crypto or investment advice, there is a high probability that it's a scam. Always report these interactions back to the platform where you met.
- 4. The promise of a big return on investment or help to secure your financial future:** According to experts, scammers will use techniques to focus on how a large sum of returns could improve your life. Be skeptical of anyone who wants to teach you how to invest and make money.
- 5. They may play on your heart strings and appear to be desperate:** Scammers often claim they need money for a visa, customs fees, surgeries, family medical bills, car repairs, or plane tickets to visit.
- 6. Scams can look different and constantly evolve. Keep your guard up and stay vigilant:** Scammers often don't start talking about finance until months later after they've gained your trust. It's best to never send or receive money via a wire transfer, money order, currency exchange, gift card or investment with someone you've never met in person.

DIGITAL CONSENT CAMPAIGN

In partnership with the Match Group Communications and Social Advocacy teams, the MGAC, and the National Sexual Violence Resource Center (NSVRC), we launched our first digital consent campaign, offering tips to help users across five apps define personal boundaries and explain the lines of communication that make them feel most comfortable. Each of the campaign's core tenets provided unique insights into how users can ensure their own safety through intentional and thoughtful actions. The campaign also explained how users can take action against unsafe actors and behaviors by using the Report a Concern feature within the apps or reporting directly to a respective apps Customer Care team.



Our safety pillars

Maximizing our safety efforts

TRUST AND SAFETY OPERATIONS

Match Group is using industry-leading automated and manual moderation and review tools, systems, and processes to identify, monitor, and remove bad actors who have violated company terms. These tools include automatic scans of profiles for red-flag language and images, manual reviews of suspicious profiles, activity, and user generated reports, as well as blocking email addresses, phone numbers, and other identifiers.

The Match Group Trust and Safety team involves a number of individuals focused on users' personal safety as well as oversight bodies that ensure users around the world are aware of potentially unsafe situations and how to handle them. Our critical response teams then act when users report unsafe behaviors.

SOCIAL ADVOCACY

Match Group's investment of cross-functional resources in our safety and advocacy efforts helps ensure our users are aware of risks in their communities and informed of Match Group's vigilant efforts to help them feel safe and supported. We support personal safety, human rights, mental health awareness, and suicide prevention causes around the world and partner with globally-recognized NGOs to inform our safety strategy, advocacy efforts, policies, and culture.

We expand our engagement with outside organizations from year to year. We collaborated with expert non-profit and NGO partners globally to facilitate safety-related training, consultation, campaigns, and research across the portfolio. Among our 2022 partners are Cybercrime Support Network, Groupe SOS, the Human Rights Campaign, Me Too Movement, NO MORE, Qmunity,

Sidaction, Sidragtion, The Transgender District, Trauma Stewardship Institute, Ujima: The National Center on Violence Against Women in the Black Community, WAVA Rape Crisis Centre, The Women's Services Network (WESNET), and Yubaa. These organizations support a diverse range of communities, including women, sexual and dating violence survivors, transgender people, and financial scam survivors. Many of these organizations spoke at our in-person Safety Summit to share expert guidance.

Tinder France partnered with the French government and launched a safety campaign on the International Day for the Elimination of Violence against Women. The campaign received public support from the government. In the UK, Tinder's partnership with NO MORE enables us to build healthy dating guides with safe dating tips.





LAW ENFORCEMENT OPERATIONS AND INVESTIGATIONS

To ensure that we are true partners in alleviating potential violence that may put our users at risk, Match Group stays connected to law enforcement agencies and NGOs around the world. We engaged with more than 100 law enforcement experts globally to identify and discuss potential safety challenges related to online dating and tech-facilitated abuse. Many members of our Trust and Safety team are former law enforcement experts and bring invaluable experience.

Domestic Outreach and Engagement

We recognize that safety awareness and education continues to be a focus, and that proactive engagement with law enforcement and other safety stakeholders is critical to our approach to holistic safety education. We spoke on panels with the National Association

of Attorneys General and National Center for Victims of Crimes. We were invited to sit on two boards—Cybercrime Support Network and the International Association of Financial Crimes Investigators—to support our commitment to building collaborative partnerships, both proactively and reactively. We also collaborated with several financial crimes investigators to create tips and identify common behaviors of romance scammers to help educate users on ways to protect themselves.

International Outreach and Engagement

In the fight against human trafficking internationally, we partnered with the Australia New Zealand Police Advisory Agency (ANZPAA) to receive feedback and support on sexual violence policies as well as being part of several roundtables and working group sessions with state and federal police and the Australian e-Safety

Commission. In August, we presented at the **Bali Process** Working Group in Trafficking in Persons event regarding our efforts to combat trafficking and on what more we can do to be a partner in the fight against trafficking of persons internationally. In September and October, we participated as a panel member at the WESNET Tech Summit and at the ANZPAA Police Conference, respectively. In November, we focused on safety in discussions with federal policy and lawmakers as well as the country's Attorney General's Office and the Federal Police to ensure we are continuing to do our part to help create safer communities online and in real life.

Building safer communities with the Transgender District

In support of LGBTQ+ populations on our platforms, the Match Group Consumer Insights team hosted the globally recognized Transgender District for an in-person focus group discussion in Los Angeles. The Transgender District highlighted the importance of digital spaces for the LGBTQ+ community and the ways in which queer and transgender people find joy on dating apps. They also worked together to identify opportunities to optimize the experience for transgender people and to learn ways in which Match Group brands could better foster an inclusive environment and continue to make more meaningful connections for LGBTQ+ people.

Together, we co-hosted educational training sessions entitled "Love in the 21st Century" and "Dating and Intimacy Experiences of Transgender Men," designed to help Match Group employees better understand the trans experience and difficulties encountered by the trans community in online dating.

These teach-ins offered opportunities for all Match Group employees to hear about these experiences and together brainstorm potential improvements. For example, offering a nonbinary identity option and adding inclusive gender identity categories can support trans individuals through every step of their transition. These events helped participants and audience members focus on developing more inclusive apps by creating visible digital spaces where trans dating and relationships can be further normalized.



SAFETY FEATURES

We continue to invest in innovative technology to improve user safety. We utilize a network of industry-leading automated and manual moderation and review tools, systems, and processes—and continuous investments—to prevent, monitor and remove bad actors who have violated our terms of service. These tools include automatic scans of profiles for red-flag language and images, manual reviews of suspicious profiles, activity, and user generated reports, as well as blocking email addresses, phone numbers, and other identifiers. We expanded the use of photo verification technology across our brands, allowing members to make more informed decisions about whom they interact with on our platforms. The feature asks users to take a video selfie and performs a

Liveness Check to confirm that it's a live video and not digitally altered. In addition, the safety feature compares the face in the video to the user's profile photos to help verify that both are the same person.

By leveraging AI tools that proactively detect language that could be harmful or deemed harassment, there is an opportunity to educate users in real time and to inform their choices and decisions before a message is sent on the app.

Match Group partnered with Garbo, a U.S.-based, female-founded background check platform that provides access to historical information about violence and abuse, empowering people to make informed decisions about their personal safety. Tinder was the first Match Group brand to provide access

to Garbo, and in 2022, these efforts were expanded to Match, Stir, and Plenty of Fish.

A number of the safety efforts we implemented throughout the year are unique to the users and strategy of each platform, including an integrated crisis text line offered for complimentary use in-app on Hinge and Plenty of Fish to ensure users have access to free and immediate mental health services. This year, Stir worked with the National Center for Missing and Exploited Children to create safety tips and review features for safety concerns.

Pairs implemented effective anti-fraud measures, produced a user education video about romance scams, and held a workshop on romance scams in Japan.

Law enforcement portal

In order to quickly deal with the most critical safety incidents, we have a specialist team focusing on serious safety escalations. In 2021, we launched a law enforcement portal to enhance and expedite the legal request process from law enforcement agencies. Prior to the launch of our portal, no other company in our industry had been able to offer consolidated resources to help external law enforcement officials access information they need to ensure community safety. Through the portal, verified public safety and law enforcement professionals can make a general inquiry to check whether a user has a profile on an app and whether there is information available; a legal request for more detailed data supported by a warrant, court order, subpoena, or similar legal document; and an emergency request to assist in responding to an imminent safety threat. In 2022, we saw a continued increase in portal use by law enforcement. This tool has become a vital aspect of our safety operations. In 2023, we intend to roll out the portal internationally as we continue to build partnerships with safety organizations and law enforcement agencies globally.

PEOPLE

Creating a sense of belonging for all

At Match Group, we are committed to creating a safe and inclusive workplace where all people can connect, contribute, belong, and thrive. When our people thrive, our company can thrive, and we can continue to develop innovative products that are as diverse as the people who use them.



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Diversity, equity, and inclusion

Creating an environment where all voices can be heard

OUR VISION

Our DEI mission is to make Match Group a global leader in connecting diverse people in an inclusive environment with the best resources on the most equitable platforms.

OUR APPROACH

On our platforms, we are committed to ensuring equitable and inclusive experiences for our diverse consumers globally.

We aim to cultivate a diverse workforce of individuals from all backgrounds and empower them to flourish and contribute their full set of skills and capabilities.

When we set out to build the infrastructure to support our DEI mission in 2021, Match Group created a senior leadership position, dedicated solely to building an inclusive and equitable workplace and creating accountability for our DEI commitment. With our Head of DEI at the helm, we have

since forged new relationships with external organizations to help us more effectively recruit and retain diverse employees. We've turned to our partners for learning and development opportunities that focus on capacity building. We've leaned into industry partners to better serve marginalized communities around the world.

Working closely with our brands, Match Group's DEI team has also concentrated on several internal workstreams to make DEI an integral part of our culture and priorities:

- Raising awareness through company-wide programming
- Investing in strategic partnerships and policymaking around equity and inclusion
- Infusing DEI into existing processes
- Incentivizing equity and inclusion in employee job performance

We understand that changing culture, structure, and representation in a thoughtful, respectful, and authentic way requires time, commitment, and collaboration. We continue to strive to better understand and learn from one another and treat one another with respect. Working together, we have defined what diversity, equity, and inclusion should look like across our brands and developed policies and practices to support our DEI strategy across three key pillars: Workforce, Workplace, and Marketplace.

OUR DEI FRAMEWORK



EMPLOYEE RESOURCE GROUPS

Match Group's mission starts with the people across our business who innovate, design, and dream up new ideas every day. Through the growth of our Employee Resource Groups (ERGs), we have found effective mechanisms to support a diverse workforce of forward-thinking, globally-minded individuals. Each with an independent budget and the autonomy to plan its own programs, our ERGs empower all employees to build communities, create meaningful connections, share ideas, and push the limits of progress.

Our ERGs also enable our organization to identify areas where we can better support our people. In 2021, we created a dedicated role within our DEI team to lead our ERG efforts and built a strategic roadmap for ERGs across our brands.

Match Group's ERGs have made significant strides to promote unity, equity, and learning.

Match Group:

Tinder:

Hinge:

Advancing women leaders and the SDGs

To advance the goals of the SDGs and women leaders globally, we continued our support of Vital Voices, a venture catalyst partnership investing in women. In 2022, we were a sponsor of their WE Empower UN SDG Challenge, the first of-its-kind global competition for social entrepreneurs who are advancing the SDGs and inspiring others to follow suit. Awardees were provided with capacity-building training sessions and opportunities to connect with a global network to advance their enterprises.

In addition, Match Group supported the Vital Voices Mentees from The Fortune – U.S. Department of State Global Women's Mentoring Partnership, a public-private partnership between Fortune Most Powerful Women, the U.S. Department of State, and Vital Voices. In addition to financial support, Match Group provided executive women mentees to support the entrepreneurs.

The program draws on the expertise of America's most accomplished leaders to enhance the business and leadership skills of international women professionals. During the program, mentees engage in skills trainings, panel discussions, networking events, and a mentorship program with top women executives and their teams. Mentees gain critical business and leadership skills and the inspiration to pay it forward, accelerating positive change in their home communities. Now in its 17th year, the program includes 351 alumnae from 58 countries and territories.

Supporting and growing Tinder's diverse workforce

Tinder ERGs hosted a number of events to discuss women's rights and bodily autonomy, the Iran conflict, the war in Ukraine, and the impact of mass shootings across the U.S. Tinder added four new ERGs in 2022: Womxn of Color@ Tinder, Gen Z@ Tinder, EMEA Pride@ Tinder, and EMEA Women@ Tinder. Heart 2 Heart and Listening Sessions hosted our ERGs to help ensure our employee experiences are curated with DEI as a priority.

During the year, the DEI team continued to advance the brand's commitment to diversity and equity in the hiring process. To ensure fair and equitable screening processes, the team involved Tinder's ERGs in hiring panels and recruitment events.

ADAPTIVE LEADERSHIP TRAINING

Successfully shaping equitable and inclusive cultures requires a company-wide approach, driven by purposeful leaders. We rolled out a four-part Adaptive Leadership Training series, designed to activate executives across all brands and equip them with inclusive mindsets, behaviors, skills, and tools to foster engagement and belonging within their teams. As of the end of 2022, 135 executives completed the training.

ENSURING PAY EQUITY

We conducted our annual comprehensive pay equity audit across Match Group with an outside partner, Syndio. In addition to providing analysis by sex globally and by race/ethnicity within the U.S., our 2022 audit also included pay data insights for intersectionality, which reviews race and sex of minority groups compared to majority groups. The audit identified a limited number of individuals from similarly situation groups for which redemption was warranted. These groups were remediated during our 2022 year end compensation cycle, at which time we achieved pay equity throughout the organization.

As in previous audits, we also conducted a manual analysis of small groups not fully covered by the original study and did further research based on those findings. To keep employees engaged and informed, we shared the findings of the audit with teams across Match Group and will continue to report on any actions we take.

We're building our approach to pay equity into our day-to-day compensation management and will continue to refine our analysis going forward. We are exploring a number of areas to expand in 2023, including analysis of equity compensation, gender identity, and sexual orientation.

CORPORATE EQUALITY

Match Group remains committed to implementing comprehensive policies, benefits, and practices that ensure greater equity for LGBTQ+ workers and their families. We participate in the Human Rights Campaign (HRC) Foundation's Corporate Equity Index (CEI)—a roadmap and benchmarking tool that measures LGBTQ+ equality in the workplace. Match Group was once

again named among the "Best Places to Work for LGBTQ+ Equality" for 2022 with a top score of 100 on the CEI.

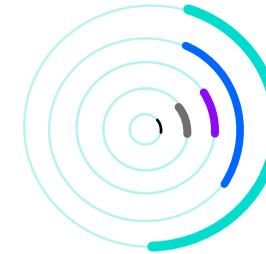
The CEI's rigorous criteria measure U.S. companies' policies, benefits, and practices across four categories:

- Providing workplace protections for sexual orientation and gender identity and expression
- Offering inclusive benefits for LGBTQ+ employees and their families
- Maintaining a commitment to a diverse and inclusive culture
- Demonstrating corporate social responsibility through LGBTQ+ specific engagement

For the full list of CEI criteria, visit the [HRC Foundation's website](#).

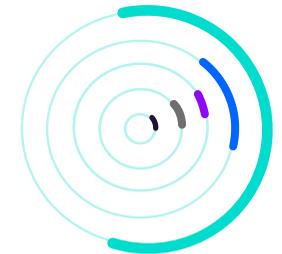


ETHNIC DIVERSITY IN OUR U.S. POPULATION¹



White	45%
Asian	27%
Hispanic/Latin	10%
Black/African American	8%
Other/Not specified	11%

ETHNIC DIVERSITY IN OUR U.S. LEADERSHIP²



White	58%
Asian	18%
Hispanic/Latin	5%
Black/African American	7%
Other/Not specified	12%

GENDER DIVERSITY IN OUR GLOBAL POPULATION¹



Male	59%
Female	41%
Not specified	0.1%

GENDER DIVERSITY IN OUR GLOBAL LEADERSHIP²



Male	61%
Female	39%
Not specified	0%

¹ Totals may not sum to 100% due to rounding.

² Our leadership consists of Director level and above.



Talent acquisition and retention

Building balanced and representative teams across brands and continents

OUR VISION

Our businesses grow by attracting, encouraging, engaging, and retaining the best talent. This has resulted in an outstanding team of approximately 2,700 colleagues across 23 countries, each dedicated to bringing people together.

OUR APPROACH

This year, Match Group expanded its focus and commitment to investing in the development and retention of our employees. We've evolved our programs to ensure we are keeping employees engaged and aiding in their growth throughout their time at our brands. Our People strategy takes a multi-faceted approach to recruitment, engagement, and development, which strives to widen our recruiting net to find talent from diverse backgrounds, reward our people, and prioritize their mobility, learning, and career development. Our global People teams identify the

unique needs of employees around the world, and ensure we are offering competitive benefits packages and opportunities for our people. Match Group has established a number of key People functions to operate as centers of excellence to set our People strategy—chief among them, systems, compensation, and benefits. We also work with local People business partners across individual brands to ensure best practices translate for the unique needs and culture of our global employee base.

ATTRACTING THE BEST TALENT

We leverage our global footprint and the diversity of our portfolio to recruit the best talent across Match Group. At the corporate level, Match Group works closely with brands to centralize analytics, hiring insights, and candidate search resources. We partner with companies like Mogul to enhance the pool of diverse internship candidates.

INTERNSHIP PROGRAMS

Creating mechanisms to develop talent from the earliest stages of professional growth has enabled Match Group brands to grow a highly skilled workforce comprised of industry-leading individuals across operational areas. Internships at our brands provide mechanisms to support students and advance our development of a robust pipeline of diverse talent.

Our two summer internship programs include the Tindership™ program and the Match Group Fellowship, an umbrella opportunity for our North American brands. The Match Group Fellowship begins with a DEI focus. It is open to high-achieving college students from underrepresented communities with students recruited directly from either INROADS or Correlation One's Data Science for All program. All interns have access to the

senior-most leaders, lunch and learns, hackathons, and more. Members of the People teams from across Match Group brands facilitate personal and professional development workshops, including educational sessions on personal branding and other topics of interest. Interns' ideas and solutions are often integrated into our services, ultimately elevating our member experience. Opportunities exist to extend internships beyond the summer term, from part-time internships during fall and spring semesters to conversion to full-time roles post graduation.

In our post-internship exit survey, 100% of the 2022 Tindership cohort reported a favorable view of the experience. Among the survey's key findings was that access to and communication with managers and mentors made interns feel well equipped to succeed in a professional setting after their time with Tinder.

ENGAGING EMPLOYEES

Research has shown that when companies create inclusive environments where all people feel they have a voice, they're six times more likely to be innovative and agile and eight times more likely to achieve business outcomes. At Match Group, we use a number of engagement methods to ask for and act on feedback from our employees across our operations, including pulse surveys and annual engagement surveys.

In our 2022 engagement survey, employee feedback highlighted a number of growth opportunities and areas for improvement across our operations and some bright spots to celebrate. As expected, our 2022 engagement score was slightly lower than in past years, standing at 64% (83% participation rate), attributed to a year of significant organizational and leadership changes. We emerge

from these changes steadfast, encouraged, and optimistic about the organizational structure, and strong and thoughtful leadership. We remain excited about our compelling strategic roadmap that will ground us around long-term growth and investment in innovation.

To engage employees, our communication and engagement practices across our brands must resonate with individuals. Match Group implemented a comprehensive plan to more effectively align our engagement practices with our people.

Where employee feedback has pointed to strengths within our processes and practices, we've elevated programs to continue enhancing the employee experience. Overall, employees are happy with the availability and strength of Match Group's benefits offerings, learning opportunities, and leadership development programs. Employees highlighted our career development activations and career enhancement opportunities as essential to their continued personal growth and satisfaction at work.

The survey brought into focus the need for continued development in the area of cohesion and connectivity for employees. To address employees' needs, we'll begin by working to improve executive communications with our global employee base. Strategies include increased employee communication vehicles that more frequently frame leadership's vision for the future and CEO spotlights to share upcoming brand initiatives and to celebrate product and marketing wins.

As we roll out this employee communication and development plan and other efforts across Match Group, we'll continue to create a culture that is suitable for our diversified company and—with a 360-degree view of what it means to be an industry-leading workplace—explore new ways to improve the employee experience for all.

ENCOURAGING AN OWNERSHIP CULTURE

We have an Employee Stock Purchase Plan (ESPP) to provide all our employees with the opportunity to own shares in Match Group and share in our future success.. Through this program, eligible employees can purchase Match Group common stock at a discounted purchase price through automatic payroll deductions. Regular employees scheduled to work more than 20 hours per week in the U.S., Canada, and France are eligible to participate. More than a third of eligible employees are currently enrolled in the ESPP.



Investing in black talent

In a continued effort to cultivate strategic partnerships focused on DEI, Match Group sent nearly 40 employees across brands to AfroTech 2022, the largest Black tech conference in the U.S. This investment in our Black talent provided professional opportunities to participate in learning labs and think tanks. Our employees enhanced brand recognition among the AfroTech community and connected our brands to a robust pipeline of diverse talent.



PROVIDING A FULL RANGE OF COMPETITIVE BENEFITS¹

Match Group is proud to offer our temporary employees the same comprehensive and competitive benefits package we offer our regular employees—a competitive offering we rolled out in 2022.

In 2021, we made significant enhancements to our U.S. parental leave policy. Recognizing the important role that non-birth parents have in caring for a new child, we expanded our policy to provide parity between new parents, and now offer fully paid leave of 20 weeks for both the birth and non-birth parent. This is an increase from 16 weeks for the birth parent and 12 weeks for the supporting parent. This benefit applies to all parents with a new child, including through adoption or surrogacy. We also expanded our family planning policy to include adoption, surrogacy, and IVF expenses, and increased the family forming stipend for employees and

their spouses/domestic partners to \$10,000. For 2023, we have added more benefits, including a partnership with Milk Stork, which provides working parents access to breast milk shipping when traveling for business, employee relocation, and adoption/surrogacy. New parents also receive a meal gift card to help them adjust to their new lives.

Our expanded mental health benefit offerings for 2023 include unlimited access to counseling, available to employees and their dependents. Employees can also now access Insight Timer—a meditation app that helps make meditation easy, convenient, and engaging—as well as thousands of wellness courses and offline listening at no cost. To help employees who are enrolled in our self-insured medical plans and have difficulty finding in-network mental health care, we also lowered our coinsurance rates for out-of-network healthcare costs.



Compensation packages

Pay

- Competitive salary
- Retirement matching funds²
- Performance bonuses

Training

- Training and education allowance

Other benefits

- Employee stock purchase program
- Work from home allowance
- Commuter subsidy



Health and wellness benefits

Health benefits

- Medical insurance
- Dental insurance
- Vision insurance
- Concierge medical services
- Health Savings Account³

Wellbeing

- Wellness program
- Mental health coaching and counseling
- Meditation services

Family forming

- Fertility, adoption, and surrogacy⁴
- Milk Stork

Life and disability

- Life and accident insurance
- Disability insurance



Personal time off and leave

Vacation

- Paid vacation time
- Local holidays
- Birthday off at select brands
- Wellness days

Leave

- Parental leave⁵
- Compassionate leave (including miscarriages)
- Paid Military leave

Community service

- Dollar for Doers volunteer program⁶
- Paid community service time
- Charitable matching program⁷



Authenticity at work

DEI

- Employee Resource Groups
- DEI training
- Company celebrations of heritage months
- Access to numerous external partners

Other benefits

- Discount programs
- Flexible work from home options in many cases
- Come-as-you-are dress code
- Pet discounts and insurance

¹ Benefits and practices vary and are consistent with local laws.

² 401k retirement plan support that is matched 10% up to \$10,000.

³ Employees who elect the high deductible plan will receive at least \$500 per employee (\$1,000 if more than one person is covered) deposited into a Health Savings Account on behalf of Match Group.

⁴ Up to \$10,000 per employee and their spouse/domestic partner to use towards fertility preservation treatment, adoption fees, surrogacy fees, and IVF treatments.

⁵ Fully paid parental leave of 20 weeks for both the birth and non-birth parent for employees who elect the high deductible plan.

⁶ \$10 per hour volunteered added to employee's giving account, up to \$1,000.

⁷ Up to \$15,000 per employee.

Employee development

Empowering our people to reach their potential

OUR VISION

Supporting our employees' individual growth incentivizes the development of new ideas and fuels innovation. At Match Group, we invest in opportunities for people to learn, grow, and contribute at their highest potential.

OUR APPROACH

Our employee development strategy prioritizes fostering connections between employees, managers, and teams across Match Group. Because our global teams' dynamics and functions vary widely, we give team leaders the flexibility to choose the most effective methods for having those ongoing discussions. Frequent touchpoints and feedback mechanisms help to empower our global employee base and to create leadership opportunities throughout our portfolio of brands.

We offer a variety of development programs, including a global mentorship program open to employees at all levels of the organization. We also offer a personalized learning and development budget called Be Your Best Self, which provides U.S. employees with stipends to attend conferences, training seminars, professional certification workshops and courses, and other activities to support skills development. Global brands also provide professional development opportunities.

We take care to create training and development programs that are not only scalable and sustainable for our operations but also valuable for employees. We'll continue to evaluate the most effective strategies to develop and retain top talent through continuous development programs.

CENTRALIZED DIGITAL PLATFORMS FOR CONNECTING AND LEARNING

Match Group launched a company-wide intranet called Central, which connects employees to more assets related to benefits, employee-specific initiatives, and the latest news and announcements about our platforms. Central has become the go-to resource for our employees.

We also launched a company-wide centralized learning management system in 2022. Through this digital learning platform, we are able to expand offerings for our employees and agents embedded within select third-party vendors—providing them with flexible, on-demand learning opportunities. For 2023, we've expanded the platform to add more than 200 online training courses and compliance training. Among the new

offerings are 60 individual instructor-led training modules spanning 38 courses, as well as 135 individual information sessions on topics such as mid-year and end-of-year reviews, member experience shadowing, soft skills, and leadership.

EXPANDED TOOLS TO GROW SKILLS AND PURSUE PASSIONS

In 2021, Match Group's online employee learning platform Udemy for Business became an essential tool for our employees to access continuous learning tools in a remote environment. This platform, available for our full-time, permanent employees, provides learning paths and courses for core areas of vocational interest, as well as personal interests, such as learning to garden or play the guitar. Throughout 2022,

we continued to expand the learning paths and programs available to our employees, based on identified needs, including: becoming a manager, developing project management skills, engineering essentials, and building confidence around verbal and written communication skills.

More than 1,100 Match Group employees have enrolled in at least one Udemy learning path to further develop their skills.

TRAINING MID-LEVEL MANAGERS

Match Group created and formalized manager training and development programs in 2022. We piloted a North America mid-level manager training program, Match Group Leadership Essentials (MGLE), with 40 new managers. Plans for 2023 include expanding the program to reach and train more than double the 2022 cohort in North America, as well as developing customized programs for our global brands and creating additional networking and communication opportunities for participants.

This seven-week, blended training program featured independent work, live group sessions, and on-demand coaching sessions, for individual participants. The response to this pilot program was overwhelmingly positive. In a post-program survey, 85% of participants would recommend the management training program to colleagues. Respondents overwhelmingly agreed that the program provided tangible and practical development tools and opportunities to connect beyond the bounds of the program.

PERFORMANCE REVIEW AND SUCCESSION PLANNING

Match Group continued to implement meaningful and practical feedback mechanisms throughout 2022, including a performance review process designed to enhance the employee experience and improve retention and engagement. Managers are encouraged to connect with their direct reports for informal assessments and feedback throughout the year. They must also conduct formal performance and development reviews at mid-year and year-end.

Mid-year reviews center around informal and conversational aspects of individual development and provide opportunities to communicate what is working and what is not. These check-ins with managers are key aspects of employee development and provide groundwork for more formal year-end reviews.

“Match Group Leadership Essentials provided me with tangible leadership skills I could immediately put into use. The training has made me a stronger people manager.”

—**CAMILLE**, Senior Manager,
Safety & Social Advocacy@
Match Group

Equity in career coaching

Professional coaching is often used as a tool to support executives in their personal, professional, and managerial development. At Match Group, we believe this valuable resource should be scalable and accessible to all employees, not just our executives. To achieve this broad access, we rely on tools like Bravely, an on-demand coaching platform that connects participating employees with professional coaches. These online coaching sessions typically span about 45 minutes, can be accessed at any time, and remain confidential between employees and coaches.

In 2022, 200 employees across Match Group's global brands had access to Bravely for coaching on performance, growth, work relationships, and company culture. Match Group employees who used the Bravely platform reported having sought consulting on a range of topics, including:

- developing communication skills
- giving effective feedback
- improving relationships with managers, colleagues, or direct reports
- preparing for a performance review
- managing a full workload
- dealing with personal stress resulting from changes in one's role

Among employees who used the Bravely platform, 96% felt more positive about their topic following a session.

Year-end reviews serve as progress markers for achievements against Objectives and Key Results (OKRs) and other success metrics proposed in the annual review process. In these conversations, managers and employees discuss overall performance and development, including personal successes, lessons learned, and business and development goals. Whereas business goals correspond directly to the employee's role and day-to-day responsibilities, development goals relate to one's personal and professional development aspirations for the upcoming year.

Efforts to integrate succession planning into the performance review process continued in 2022, as well. We developed standardized succession planning materials and tools for brand CEOs and their direct reports, enhancing efficiency and consistency in transitions.

We have taken a people-centric, tech-enabled approach throughout the implementation of performance review and succession planning protocols. For example, we digitized succession planning and goal setting,

making modules available on our talent management information system. We also provided resources, job aids, and facilitated trainings to share our best practices and clarify expectations on what the process entails.

MENTORMATCH™

We continued to develop and grow our flagship MentorMatch program. Established in 2021, MentorMatch pairs mentees with mentors outside their own brands—facilitating purposeful conversations about career development, expanding participants' professional networks, and building meaningful connections across the organization.

The program's total 2022 registration of 278 participants represented nearly 12% of Match Group's total headcount, compared to industry benchmarks of around 10%. The program has facilitated 110 sustained connections between 220 participants across all brands, delightfully exceeding not only our expectations but those of many MentorMatch participants, as well.

Mentor

"Taking the plunge and becoming a mentor was one the highlights of my year. People sometimes perceive mentoring as a one-way dialogue that ultimately benefits the mentee. Well, scrap that notion! The program had me taking a step back and really thinking about how I could best support and aid my mentee. In turn, I learned a lot about myself. I believe it has made me a better leader and teammate."

—**Laura**, Senior Director of Communications, Northern Europe@Tinder

Mentee

"I joined the MentorMatch group with a junior profile and not a lot of clarity about my career goals. My mentor shared valuable, real-life experiences and helped me delve deep down to the roots to figure out what I should achieve to be what I want to be. This mentorship played an important role in my career path, guiding me toward more seniority and responsibility in my day-to-day work."

—**Yanjun**, Online Marketing Manager@Meetic



Developing a pipeline of women for the C-suite

Match Group is committed to helping our senior leaders advance on their leadership journey, while developing a pipeline of women for executive positions. We partner with outside organizations to provide our high potential, high performing women with the tools and skills needed to empower them to become future executives.

For example, Match Group sponsored a senior employee to attend the Texas Women's Foundation's 10-month Talent Development Program. The candidate is also supported by one of our C-suite leaders as an executive sponsor. This program's mission is to ensure that more women enter the pipeline to become candidates for the C-suite at corporations. The program develops women corporate leaders by building a diverse peer network, providing them with a foundation of leadership skills, and creating a tangible toolkit to utilize within a team, across different business functions and throughout their careers.

Match Group also sponsors several senior-level women leaders for membership to, a private network focused on connecting and supporting women executive leaders, to help them to continue to develop, learn, and network with other executives.

COMMUNITY

Creating social impact through meaningful connection

Match Group and our brands help people create life-enriching connections in a space where they can be their authentic selves. We strive to build meaningful connections within our communities, too. By connecting communities around causes and encouraging direct action on issues that matter, we help empower communities and generate positive social impact.



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Community investment

Connecting with and supporting diverse communities around the world

OUR VISION

While each Match Group brand has a distinct identity, we are joined by a common purpose: to provide a place where people can express their authentic selves and create connections with those who care about who they are. By investing in communities, we aim to contribute to a better society, one connection at a time.

OUR APPROACH

Our colleagues generously give their time to support those in need and make a difference in their communities. Match Group shares their commitment to community involvement. To empower employees to participate in direct action and lead on issues they're passionate about, Match Group provides paid time off to volunteer with charitable causes that are important to

our employees. To amplify employees' collective impact, we have initiated a range of matching programs and events to support the causes that are important to them.

Launched in 2022, our Dollars for Doers program donates \$10 per hour (up to \$1,000) for every hour an employee volunteers in support a cause of their choice. We also match employees' charitable donations dollar for dollar, up to \$15,000 per person.

Our new double-match calendar program results from a collaborative effort among our ERGs, DEI, Trust and Safety, Human Resources, and Corporate Social Responsibility teams. This year, more than 200 committee-selected causes benefitted over the course of the full-year double-match calendar, amplifying their positive impact on environmental recovery,

domestic violence survivors, DEI, LGBTQ+ equality, and other efforts. Combined donations from employees and Match Group's matching dollars totaled \$800,000 in 2022 and supported more than 300 beneficiaries, including Get Out the Vote, Best Buddies, Human Rights Campaign, Girls Who Code, and others.

Elsewhere, we launched our first-ever Global Giving Day, held on Giving Tuesday. Throughout the day, we held a combination of virtual events highlighting some of our charitable partners, including World Central Kitchen and Best Buddies. Local community and in-office activities included packing kits for a women's shelter in Vancouver; planting trees and flowers to support reforestation efforts in Los Angeles, Dallas, New York City, and Delhi; serving meals at an LGBTQ+ shelter and packing kits for a homeless

shelter in New York City; visiting an animal shelter in Korea; serving food to people experiencing homelessness, collecting cigarette butts or helping solve tech issues with several NGOs in Paris; as well as a variety of events across our offices in Ireland and London.

In total, Match Group and our brands donated \$5.5 million to charitable causes. Further, our brands' provision of pro bono advertising inventory resulted in over 55 million impressions, amplifying the messaging of the CrisisTextLine, World Wildlife Fund for Nature, and other causes we support around the world.



CONNECTING COMMUNITIES ON ISSUES THAT MATTER

Across Match Group, we are proud to promote various social causes and encourage community engagement on issues that matter. We do this at a company-wide level and through initiatives led by our individual brands. Through partnerships with non-profit groups and grassroots organizers on the ground and brand collaborations within our apps, we support our communities' engagement and amplify their social impact. From taking a stand on legislative issues and supporting direct action to updating the benefits we extend to our own colleagues, Match Group and our communities have helped remove barriers to exercising the right to vote and accessing reproductive care.

GET OUT THE VOTE WITH MATCH GROUP

Like our communities, Match Group values the right to vote. To remove a barrier to our employees' participation in the democratic process and support their right to make their voices heard, Match Group and our brands proudly provide employees with paid time off to vote. When legislators in our home state of Texas enacted voter registration restrictions that disproportionately impacted our marginalized, voting-eligible neighbors, Match Group and our employees connected communities and partnered with nonpartisan, not-for-profit organizations to help remove new barriers to their participation, too.

At our Dallas headquarters, we mobilized our colleagues to support Get Out the Vote (GOTV) and voter registration initiatives with Texas Impact, Voto Latino, and the National Urban League. Working with the National Urban League (NUL) and the Dallas County Elections Department, Match Group employees became trained and deputized voter registrars.

Chispa and BLK focused community impact efforts on partnerships with organizations dedicated to enhancing voter registration and participation.

In partnership with Voto Latino, a grassroots organization dedicated to educating, empowering, and mobilizing voters, Chispa created an in-app landing page to prepare Latino voters to vote in the 2022 midterm elections.

BLK joined forces with the nonpartisan organization When We All Vote, whose mission is to increase voter participation and help close race and age gaps among the electorate. Together, they created the BLK in-app Election Center to register voters and build awareness of local and national elections in 2022. BLK also surveyed members to gain an understanding of the voting habits, behaviors, and preferences of Black single people, then used that survey data to inform development of effective in-app tools to boost voter participation rates. To promote member participation in election cycles throughout 2022, BLK collaborated with Saucy Santana and Trina to create the [PSA music video](#), "No Voting No Vucking."

BLK also launched the BLK Advisory Council in 2022. The six-member Council seeks to help address social issues of cultural relevance to the Black community and build an inviting, inclusive, and welcoming environment. Comprised of members from academia, activism, business, entertainment, financial services, and technology, the Council is positioned to approach a critical-thinking strategy from a range of backgrounds and perspectives.

With guidance by the BLK Advisory Council, BLK will continue to pursue opportunities to expand voter awareness and political participation for all users. And through our partnerships with the nonpartisan, not-for-profit organizations like the NUL, Voto Latino, and Texas Impact, Match Group will continue to inform and encourage our employees to get involved in the democratic process.



STANDING UP FOR ABORTION RIGHTS

The U.S. Supreme Court's landmark *Dobbs v. Jackson Women's Health Organization* decision overturned *Roe v. Wade* and set off a wave of state-level abortion bans and restrictions across the country. Match Group recognizes the undue hardship many women face when their states restrict their access to the reproductive care they need. When our home state of Texas enacted a reproductive care ban restricting access to abortion as early as six weeks into pregnancy, our then-CEO established a fund to protect our Texas-based employees' access to reproductive healthcare. The fund covers both the costs of reproductive care for our Texas-based employees and their dependents. The reversal of *Roe v. Wade* impacts our employees and our members in states across the U.S., so we set out to expand our positive social impact to help protect abortion rights for all.

We updated our benefits for employees and their covered dependents to ensure that our healthcare providers will cover reproductive and gender affirming healthcare that may not be available in an individual's home state.

Employees and their dependents who aren't on our healthcare plans may access reproductive care assistance through our existing fund.

In solidarity with our employees and our members, Match Group and our U.S.-based brands took a public stand against restricted access to reproductive care. By signing the **Don't Ban Equality statement**, Match Group, Tinder, Hinge, Match, and OkCupid have affirmed that reproductive healthcare restrictions contradict our company values and negatively affect efforts to promote equality in the workplace.

To empower OkCupid users to take a stand for abortion rights, the brand has consistently partnered with Planned Parenthood and offered an "I'm Pro-Choice" badge users could add to their profile. OkCupid also encouraged daters to "take a break from dating" to support pro-choice activities on Planned Parenthood's Corporate Day of Action. For two hours that day, the app's home screen displayed information directing daters to various pro-choice activities.

Match Group and Tinder partnered with women's rights organizations to spearhead a successful Get Out the

Vote effort in Kansas during a crucial summer election to defeat a ballot initiative to limit Kansans right to reproductive care.

BEING A FRIEND AND ALLY TO THE LGBTQ+ COMMUNITY

At Match Group, we're proud that our services have enabled millions of our users, including many LGBTQ+ people, to form families. We strive to be an ally to people of all backgrounds, genders, races, religions, abilities, and creeds. When users, employees, or neighbors find the person who means the most to them, we support their right to love and to marry as they choose. So when passage of the bipartisan Respect for Marriage Act ran into a roadblock in the U.S. Senate, we used our voice and platforms to urge U.S. Senators from both parties to pass legislation to support the rights of LGBTQ+ people, employees, and members of our community.

In a CNN **op-ed**, Match Group's Chief Business Affairs and Legal Officer laid out why this issue is important to Match Group and urged the Senate to pass the bill. The op-ed kicked off our nationwide **advocacy campaign** spotlighting amazing LGBTQ+ couples who met on Tinder.



Promoting democratic participation around the globe

Match Group is committed to supporting employees' and users' right to vote. Tinder led our efforts in this regard in 2022 with initiatives in several key countries.

In Japan—where low participation among eligible, young adult voters has become a public concern in recent years—Tinder launched an in-app campaign to encourage all members to vote in the national House of Councillors election. In partnership with the non-profit group NO YOUTH NO JAPAN, the campaign leveraged the reach of the Tinder platform to communicate with a young electorate of Tinder members.

In Brazil—where 2022 marked a presidential election year—Tinder leveraged the platform's reach to encourage Brazilian members to register to vote before the national deadline. The team aligned on a series of in-app and external actions. Press and social media responded positively, with results in top general news outlets like Metropoles and Yahoo.

In France—the team partnered with the non-profit A Voté on an awareness campaign to get younger citizens to vote in the presidential election. During election season, Tinder members ages 18-25 based in France received video Swipe cards explaining the steps to participate in the election.

“It was so meaningful for us to be a part of Tinder’s campaign to advocate for the Respect for Marriage Act. Tinder is an important part of our love story, and the fact that the company is using its resources to take a stand for the LGBTQ+ community shows just how much they value the relationships they help form.”

—**Mando and Raul**, a couple who met on Tinder and featured on our Marriage Equality campaign

Match Group also signed on to the Texas Competes pledge to further our commitment to fairness and equality. The pledge creates an opportunity for business leaders to clarify their shared economic interests in a fair and welcoming Texas for lesbian, gay, bisexual, and transgender people.



TAKING GLOBAL ACTION AS AN LGBTQ+ ALLY

Around the world, our brands are committed to creating and developing initiatives that help people better understand the fundamentals of diversity and inclusion.

France Tinder teamed up with NGOs, influencers, and entertainers to develop a multi-platform campaign against LGBTQ+ stereotypes and homophobic social media interactions. Some examples of Tinder efforts include:

Through a partnership with the reality competition television series “Drag Race France”, the brand launched an in-app educational campaign in support of the French non-profit organization Sidragtion.

To enhance visibility for the LGBTQ+ community, the team worked with French influencer Marie de Brauer to launch “How Do You Date,” a contemporary podcast featuring inclusive, informed dialogue about the dating lives of minorities in France.

Through a partnership with two of the country’s leading digital media outlets (BRUT and PAINT), Tinder pushed forward thoughtful discussion around gender fluidity in the modern dating world.

Tinder sponsored an in-person fundraising and drag auction event on World AIDS Day. The event raised funds and amplified voices united in the fight against AIDS, including respected influencers, reporters, and celebrities. At the event, Tinder announced the brand’s new Diversity and Inclusion Champion Award, established to promote diversity and inclusion among French youth.

Tinder Australia launched a monumental, two-phase campaign, bridging real and virtual worlds with one culturally unifying symbol: a rainbow. In the brand’s Big Rainbow campaign’s first phase, a virtual Big Rainbow connected members of the Australian LGBTQ+ community with their very own in-app meet-cute. In the campaign’s second phase, Tinder unveiled plans for a physical Big Rainbow LGBTQ+ landmark, including the shortlist of potential sites for the symbolic LGBTQ+ landmark. A final public vote held in Hepburnshire Council of Aus Dowsford Victoria determined the regional community that will be the permanent home of the LGBTQ+ Big Rainbow.

We reaffirmed our steadfast commitment to battling discrimination and fighting for LGBTQ+ rights. In partnership with the Human Rights Campaign, OkCupid had previously launched an expanded list of over 60 gender identity and orientation options so LGBTQ+ users can signal who they really are and how they identify. In 2022, OkCupid added definitions to each identity option included in the app. By helping people better understand what these terms mean, OkCupid can better serve all of their users.

Hinge partnered with Gay and Lesbian Alliance Against Defamation (GLAAD) to create a more welcoming and inclusive community for LGBTQ+ users. To empower people to better express themselves, Hinge introduced a series of new prompts, conversation

starters, and icebreakers. Under their profile settings, daters in the LGBTQ+ community can select which prompts they want to display on their profile to tell their story and connect with others. For example, “I wish I could tell the younger version of myself...” and “the first TV character I ever identified with...” Throughout the year, Hinge continued to introduce new features to support LGBTQ+ daters on their journeys of self-expression and finding connection. In August, Hinge launched NFAQ (**Not-So-Frequently Asked Questions**), an in-app LGBTQ+ dating and identity guide answering queer daters’ most pressing questions.

Hinge®

Investing in the diverse, inclusive future of mental health

Hinge further supported queer and BIPOC users through the creation of an inaugural education award. Launched in May, the Mental Health Advocates of Tomorrow award is the cornerstone of an initiative to address the lack of sufficient mental well-being resources for underrepresented communities. More than 1,000 aspiring therapists and counselors submitted applications, which included two prompts about the mental health and wellness needs of LGBTQ+ and BIPOC people. From their inspiring entries, Hinge selected 20 finalists to submit a video answering the prompt, “How will winning the Grand Prize support your individual education and career journey?” A judging panel selected ten grand prize winners, awarding each \$10,000 toward their education. Among the distinguished judges were campaign ambassador Fariha Róisín and Black Emotional and Mental Health Collective (BEAM) founder Yolo Akili Robinson.

Taking a stand against decades of discrimination

For decades, the U.S. Food and Drug Administration (FDA) imposed discriminatory policies toward gay and bisexual men, barring or restricting blood donation. Match Group and Tinder joined nationwide efforts to end the outdated practice, which dates back to the 1980s AIDS crisis.

In partnership with the Human Rights Campaign, Tinder launched an in-app campaign. Tinder users in eight pilot cities received All Types Pride Cards within the app, directing them to information about the FDA’s discriminatory policy and inviting them to participate in a study to help find more inclusive alternatives to the outdated practices of restricting or barring blood donations from sexually active men who have sex with men.

CAMPAINING AGAINST DOMESTIC VIOLENCE

In furtherance of Match Group’s goal to provide safe spaces, we expanded our global partnership with the non-profit organization NO MORE to help stop domestic violence and sexual assault in homes and communities around the world. Through the partnership, we’re positioned to access NO MORE’s extensive network of global safety experts and crisis managers as we continue to improve and enhance our safety features. These experts will inform our ongoing efforts to provide support for survivors of sexual assault and domestic violence, as well as survivor-centered resources and assistance for those in crisis or experiencing hardship due to dating violence or sexual assault.



Underrepresented empowerment

Connecting underrepresented communities with transformative career opportunities

SUPPORTING TECH EDUCATION

Working to close the tech industry's gender gap requires a commitment to supporting women in tech. Match Group partners with several organizations to support and positively transform the lives and careers of women and other members of underrepresented communities. We support Catalyst, a global non-profit that helps build workplaces that work for women. We partner with Correlation One to provide data science education and career navigation to students and professionals from underrepresented communities. We also provide continued support for Girls Who Code and the National Center for Women & Information Technology's Aspirations in Computing program. Tinder also funds scholarships for students from the ISCOM school in France.

DATA SCIENCE FOR ALL

Match Group was one of the inaugural sponsors of Correlation One's Data Science for All (DS4A) / Empowerment—a program dedicated to advancing women and underrepresented minorities in data science and promoting a more inclusive global AI ecosystem.

For the third year in a row, 35 individuals, selected from thousands of applicants, participated in this life-changing opportunity as Match Group Endowed Scholars. Participants completed 14 weeks of practical data analytics training and partnered with professional mentors. In addition to sponsoring participants, Match Group covered the costs of employees who participated as DS4A Fellows and provided employee mentor volunteers. Subsequently, we have hired DS4A graduates as interns and full-time employees.

NATIONAL CENTER FOR WOMEN & INFORMATION TECHNOLOGY

Match Group recognizes that a homogeneous workforce struggles to bring new ideas to the table and fails to solve complex problems. Diversifying our industry and promoting technology education across our community is not only a powerful tool for change, but also an essential mechanism for ensuring our workforce and candidate pools are as innovative as they can be.

Match Group continued to grow programs that support a pipeline of women in STEM positions through our partnership with the National Center for Women & Information Technology (NCWIT). Through structured educational programs, NCWIT's is building an intersectional network of women and girls in the field of computational science.

Match Group sponsored NCWIT's initiative to identify role models within the Aspirations in Computing (AiC) Community to feature prominently in video and digital media supporting

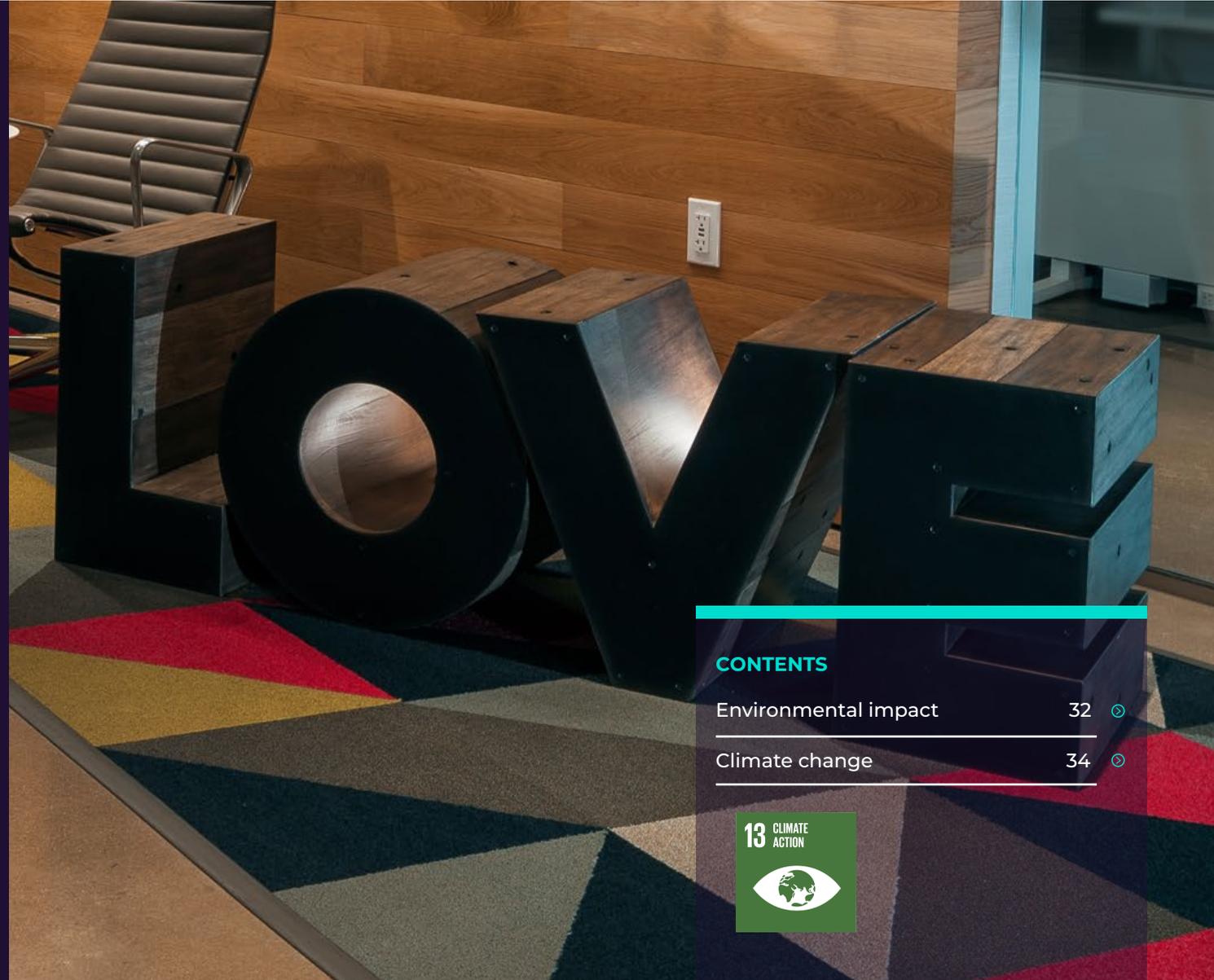
the AiC Stories campaign. Upon NCWIT's evaluation and selection of the campaign's diverse cast of tech ambassadors, production begins, with the first group of AiC Stories set to launch in 2023.



ENVIRONMENT

Making a positive impact on the planet that connects us

Climate change is a growing concern and a threat to every community around the world. At Match Group we are committed to doing our part to improve our impact on the natural world that connects us all.



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Environmental Impact

Growing a more sustainable business with a greater positive impact

OUR VISION

As digital leaders, Match Group and our brands are harnessing the scale of our platforms and the power of connection to support a more sustainable world—now and for generations to come.

OUR APPROACH

Across Match Group, we have embarked on a journey to not only minimize our negative environmental impact but also amplify our positive impact on the world we share. Guided by the Match Group Global Environmental Sustainability Council, we take a collaborative approach to managing our environmental impact. The Council, led by the Vice President of Corporate Social Responsibility, brings together people from across Match Group, encourages tangible action, and helps shape our overall environmental strategy. Currently composed of more than 100 team members from across our brands, the Council meets monthly

and is open to all employees interested in contributing to make a difference.

GOING GREEN CONTEST

We held a Going Green contest and invited our employees to share ideas for leveraging our brands to make a positive environmental impact. One of the winning concepts called for the planting of a tree for every couple who informs us of their successful connection made on our apps, allowing us to symbolically and literally watch their love grow. To plant the trees, we turned to One Tree Planted, a non-profit organization focused on global reforestation.

We also partnered with One Tree Planted again, sponsoring Forest Fest and Earth Month, to empower individuals to plant trees in their local communities. Then, as part of our Global Day of Giving, we expanded the partnership to include more local organizations to hold tree planting

events in our major U.S. cities, with Amigos de los Rios in Los Angeles, the Texas Trees Foundation in Dallas, and Hudson River Park in New York.




Leading the way

Based in France, Meetic has long been a leader in its focus on sustainability. Among Meetic's many achievements, the brand currently has in place an ISO 14001 certified environmental management system, which helps Meetic ensure that environmental considerations are integrated across all of its business processes. In line with the Paris Agreement, Meetic has also pledged to reduce its greenhouse gas emissions by 10% annually, a goal Meetic has successfully achieved since 2019. Meetic is also building energy efficiency into its app.

As a brand that has been focused on sustainability and has been doing it well, Meetic is also sharing best practices across Match Group. These include the brand's efforts to create a culture of sustainability, including the implementation of an employee Environmental Code of Conduct, as well as the development of onboarding documents to educate new employees. Every new hire commits to a set of environmental best practices such as avoiding energy waste, over-consumption, and favoring the use of biodegradable products, or respecting waste recycling procedures.

CERTIFIED OFFICES



Dallas, TX
Headquarters



Paris, France
Meetic Hub



San Francisco,
CA Tinder Hub



Vancouver,
Canada Plenty
of Fish Hub¹



PARTNERING ACROSS BRANDS

We believe in a two-pronged approach: strategically leading and supporting from the top, and providing ground-up opportunities for our colleagues to share best practices across our brands and offices. Our diverse office populations have championed a multitude of causes.

For example, our OkCupid office in New York began donating excess food in 2017 and shared this successful vendor partnership with our other Match Group offices around the country. Tinder's green team shared information about lunch-and-learn programs and community volunteer opportunities. Meetic teams shared their learnings from a past environmental hackathon; Tinder and OkCupid then incorporated those learnings into the judging of their respective hackathons.

A HEALTHIER APPROACH TO CORPORATE OFFICES

Match Group's shift toward a more sustainably built environment continues in 2023 with our commitment to human health and well-being through enterprise-wide participation in WELL offered by the International WELL Building Institute (IWBI). While the journey will take

multiple years to complete, we are hopeful that we will be able to show tangible results across our global portfolio this year by pursuing the WELL Health-Safety Rating for Facility Operations and Management and the WELL Performance Rating in all global offices with more than 50 employees. In addition to this commitment, we are building with WELL certification in mind for all new construction projects moving forward.

A COMMITMENT TO SUSTAINABLE BUILDINGS

As a company that predominantly leases office space, our lease decisions have some of the highest impact on our sustainability goals. The two buildings we own utilize clean power. As we find long-term homes in other locations, we aim to choose spaces in buildings that exemplify our commitment to the environment. The planned June 2023 opening of our flagship Plenty of Fish office space will mark Match Group's new commitment to pursuing LEED certified buildings for all new, long-term leases. Plenty of Fish's new home in Vancouver's state of the art, LEED Platinum office building The Stack will set the standard for future long-term projects.

In the buildings Match Group and our brands currently occupy, we use sensor and building automation upgrades to reduce power consumption and better predict when our employees will be in the office. As we dove into the usage of our offices in a hybrid work environment in 2022, we realized

this data could help us improve the operational efficiency of our portfolio. By becoming more targeted in how we power our buildings based on expected attendance, we have reduced power consumption per employee.

Environmental commuting survey and a West Hollywood electric vehicle revolution

More than half of our employees responded to our first Environmental Commuting Survey in 2022. Survey insights helped us glean a clearer understanding of the environmental footprint of our workforce's commuting habits and, in turn, will help us develop options to better serve our employees and the environment as well as help with our target setting.

For example, the survey illuminated a dramatic increase in electric vehicle (EV) usage in our West Hollywood employee population during the pandemic year and a bold opportunity to overhaul our parking structure. Whereas the EV charging conversion rate for parking in California averages around 10%, we went well beyond this, converting 40 parking spaces or 18% of our parking structure, to EV charging stations. We hope the ample availability of EV charging stations will further incentivize our employees to make the shift to electric vehicles. In anticipation, we proactively included the future prep to enable us to scale to 80 spaces, or 36% of our parking structure, as our employees' commuting habits necessitate the upgrade.

¹ Areas of the building are still under construction. Targeting certification in 2023.

Climate Change

Tackling climate change

100%

renewable energy at owned properties

2022 Greenhouse Gas Emissions (CO2e metric tons)¹

883

Scope 1 emissions

5.2

Scope 2 emissions

OUR CARBON REDUCTION JOURNEY

In 2021, Match Group set a goal to be carbon neutral.² Through the purchase of verified carbon offsets, we achieved that target the same year. That first demonstration of our commitment enabled us to make an immediate meaningful impact while further developing long-term emission reduction plans and setting ambitious goals.

We submitted our intent to the Science-Based Target initiative (SBTi), in which we committed to set both near- and long-term goals. These targets will hold our company and our value chain accountable for meeting ambitious reduction targets, drive Match Group's contribution toward global decarbonization goals, and ensure the continued management of our impact alongside our projected business growth. In addition, we intend to continue to maintain our

carbon neutrality commitment. In 2022, we focused our sourcing on renewable energy credits following Green-e certifications and high-additionality reforestation project credits. These credits mitigate the equivalent of Match Group's 2022 Scope 1 and 2 emissions.

OUR CARBON FOOTPRINT

Given the nature of our business, our real estate footprint and cloud storage services account for the majority of our emissions. Our two owned buildings, both located in Los Angeles, operate on 100% renewable electricity (wind and solar) provided by the local utility. For our leased office spaces, we seek to lease from LEED certified buildings. Currently, our Dallas headquarters and new San Francisco and Vancouver offices are LEED certified. Further, we engage with our landlords to source renewable energy where possible.

Offsetting carbon around the world

When Match Group acquired South Korea-based Hyperconnect, our offices there became our largest outside the U.S. So, when we began investing in offsets, we turned to South Korean-based Hyundai Green Power Corporation, which captures and recycles waste gases to generate electricity through its Hyundai Steel Waste Energy Cogeneration Project.

For 2022, through PlanVivo, we purchased offsets from ECOTRUST's Trees for Global Benefits project in Uganda. We chose this project because it supports seven of the 17 SDGs by contributing to income stability and food and fuel security for local Ugandan communities. This carbon offsetting scheme, which focuses on reforestation, encourages sustainable land-use practices and provides farmers with direct payments for planting trees and climate mitigation measures.

The project directly supports 7 of the 17 SDGs



¹ Match Group's emissions inventory follows the GHG Protocol Corporate Accounting and Reporting Standard. Our Scope 1 and 2 inventory boundary includes owned buildings, leased buildings, and managed data centers.

² Match Group's carbon neutrality goal applies to our Scope 1 and 2 emissions.

GOVERNANCE

Cultivating a culture of integrity and reliability

Trust cements relationships. It's the glue that allows people to live and work together. It's impossible to have a meaningful connection without it. At Match Group, we are committed to good governance practices that build trust with our stakeholders and users and to keeping their data secure and protecting their privacy, as we continue to help them make meaningful connections.



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Corporate governance

Cultivating a culture of integrity and reliability

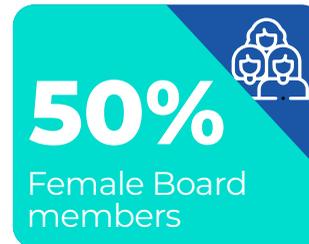
OUR VISION

Match Group has an important role to play in defining governance standards for the tech sector. We aim to lead with ethical decision making, a culture of integrity, and sound corporate governance.

OUR APPROACH

At Match Group, good governance practices provide the foundation for continuing our work toward a more sustainable business with greater positive impact. Our Board of Directors, in partnership with the executive team, shapes the structure, processes, and policies that drive continuous improvement. Board members uphold our Code of Business Conduct and Ethics—which covers ethical conduct, insider trading, and fraud—and we expect our global workforce to uphold these same standards.

Our Board is responsive to the views of our shareholders and is reflective of our DEI mission—women represent 50% of Board membership. The Board exceeds independence requirements, maintaining seven independent directors, out of a total of ten. Independent directors also comprise 100% of our Audit, Nominating and Corporate Governance, and Compensation and Human Resources Committees. At least twice a year, our independent directors meet in scheduled executive sessions without management or non-independent directors present. Under our Board's leadership, our governance practices meet all the requirements of a listed company on the Nasdaq stock exchange and all other applicable local and national regulations.



Nominating and corporate governance committee

Our Nominating and Corporate Governance Committee is responsible for overseeing the implementation of governance best practices across Match Group. This includes overseeing environmental, social, and governance (ESG) matters. The Committee also periodically reviews Board and Committee composition to ensure our Board has the necessary skills and diversity for effective oversight of our business.

The Committee's charter includes the responsibility to oversee evaluations of the Board and its Committees. Though we are not required to conduct these evaluations as a Nasdaq-listed company, we view this as a best practice. The Committee conducted the first evaluations in the first quarter of 2022. We expect to conduct annual evaluations going forward.

In support of the Committee's charter and Match Group's commitment to good governance, we've developed and implemented corporate governance guidelines. These guidelines formalize key good governance principles and practices, such as maintaining an independent Chair of the Board. The guidelines, as well as our Committee charters, are available on our [Investor Relations website](#).



STOCK OWNERSHIP GUIDELINES

Aligned with best practices for publicly listed companies, we have introduced a minimum stock ownership requirement for each of our non-employee Directors and named executive officers, including our Chief Executive Officer, President and Chief Financial Officer, Chief Business Affairs and Legal Officer, and Chief Accounting Officer. Minimum stock ownership requirements are disclosed in our Proxy Statement, available on our Investor Relations [website](#).

PUBLIC ADVOCACY

We are proud technology pioneers, continuously innovating and collaborating to help make the internet safer for all. In the U.S. and around the world, Match Group works closely with legislators and regulators in support of policy and legislation that ensures all users are safe and protected. We supported efforts to pass the Digital Services Act package in the EU which aims to create a safer digital space where the fundamental rights of users are protected. We also advocated for enhanced online dating safety laws in Utah to ensure users and members of the community are made aware of potential safety threats.

TAXATION

We recognize that tax contributions are a crucial component of local community investment by public bodies. Match Group seeks to make appropriate tax contributions based on our business operations and footprint. As a global business, we meet applicable local and national tax requirements.

POLITICAL CONTRIBUTIONS

Match Group does not make any federal political contributions within the U.S.

ETHICS AND WHISTLEBLOWING

Our employees share a common responsibility to uphold the highest standards of conduct. We require all employees to certify their compliance with our core policies annually, including the Code of Business Conduct and Ethics, Harassment Policy, Securities Trading Policy, and whistleblower procedures. Employees can access our full Policies and Procedures Manual through our intranet site. Further, all U.S. employees must complete annual harassment prevention training.

REPORTING HOTLINE

If employees have any concerns about issues such as fraud or

misrepresentation, they can report them confidentially through our 24/7 hotline and web-based reporting service, without fear of retaliation. Our non-retaliation policy is included in our Employee Manual and assures employees that retaliation for good faith reporting of concerns or improper conduct is strictly prohibited and will not be tolerated.

Our independent reporting hotline is managed by EthicsPoint, a comprehensive and confidential reporting tool enabling all global employees to confidentially report any violation of our stated Code of Business Conduct and Ethics or our Harassment Policy, and other work-related concerns. We have a separate reporting process for matters related to audits and other financial issues. Employees can submit reports by phone through a dedicated hotline or online through Central. The Match Group Legal Department reviews and manages all reports.

HUMAN RIGHTS

We are committed to protecting human rights. Our brands are taking steps to restrict access to their services in Russia and will complete their withdrawal from the Russian market by June 30, 2023.

ANTI-BRIBERY

Match Group expects all employees to maintain strict compliance with our Anti-Bribery Policy. The policy, which is included in our Employee Manual, prohibits bribery and any other improper payments, and provides definitions of prohibited acts and practices, including bribery, facilitation of payments, and false book and recordkeeping. All employees aware of violations of the policy are encouraged to report them to the Match Group Legal Department. In 2023, we plan to expand our Anti-Bribery program to include regular risk assessments and anti-bribery specific training.

ANTI-MONEY LAUNDERING AND ANTI-CORRUPTION

As a global business, we recognize the need to expand our ethics program to include an Anti-Money Laundering and Anti-Corruption program. Expansion of this risk-based program began in Fall 2022 and will be an ongoing effort. The program will emphasize employee training, transaction monitoring, and improved procedures and controls.

BUSINESS CONTINUITY AND PHYSICAL SECURITY

Maintaining strength against rapidly evolving and global threats requires

a highly adaptable team and a clearly defined set of goals. To ensure our business can continue to operate robustly in a threat scenario, we unified our security systems to form a consistent approach across all of our brands, integrating our data security and physical security program into our disaster recovery and emergency action plans.

We also have standards and baselines for Emergency Response Plans for our offices and collaborate with our global offices to ensure consistency. This includes notification systems that can alert our employees worldwide in order to help make sure our people are safe. We also actively monitor and respond to any security risks or threats to our brands, employees, executives, and physical office locations. And with the new hybrid work environment across Match Group, we conduct training and drills to ensure our employees are actively prepared and ready to respond to any emergencies on-site or at home.

Further, we ensure that our brands can provide consistent services to our users. We use data centers and cloud services providers with distributed sites across the world. This geographic redundancy ensures resilience against outages and helps maintain business continuity.

Data security and data privacy

Building best-in-class data protections

OUR VISION

Making connections is a deeply personal experience for our members. Because our users entrust us with their information, the security of our apps and the privacy of their data is a top priority. Ensuring that we maintain a robust, transparent, and accountable security and privacy program is core to our commitment to our users. For Match Group, protecting privacy and securing user data is fundamental. We're striving to build the best security and privacy organization in the world.

OUR APPROACH

We set high company-wide standards for data security and data privacy and continuously seek to improve in these critical areas.

Data security and privacy efforts across Match Group's portfolio are reported quarterly to the Audit Committee of the Board. The full Board is also briefed periodically throughout the year. We've made significant strides to streamline our data security and data privacy reporting across the organization to ensure clarity and transparency at all levels of the company and across brands.

DATA SECURITY

Data security is a significant risk to all technology companies, and Match Group is no exception. We take a company-wide approach at all levels starting with Board-level oversight, dedicated security teams, and regular security training for all of our employees.

We are deeply committed to continuously improving our data security practices. In November, after extensive internal and external audits, Tinder became the first dating app to achieve ISO/IEC 27001:2013 certification for its Information Security Management System (ISMS), followed by ISO/IEC 27017:2015 in November 2021 for cloud security controls. In 2022, Tinder achieved ISO/IEC 27701:2019 certification for its Privacy Information Management System, another first in the industry.

These certifications provide a trusted framework annually certified by third party ISO auditors and demonstrate our continual commitment to our members and our proactive approach to protecting their data. Match and Match Affinity Premium (OurTime and BlackPeopleMeet) also achieved the ISO/IEC 27001 certification in early 2022. We will continue to expand our security compliance efforts to other Match Group brands as well.

We aim to standardize data security practices and processes across our brands. In order to provide company-wide expertise across product security and enterprise security domains, the Match Group security organization consists of 12 specialized teams. Among them, our Governance, Risk, and Compliance team develops and reviews our security policies, standards, and training programs

while our Red Team engages in proactive penetration testing of our products and vendors across our brands.

In addition, data breach detection and response practices are standardized across all brands and are fed into event management tools, as we continually explore new ways to bolster how we protect against, detect, alert, and respond to unauthorized data access.

We take a multi-layered approach to security scans and audits. This includes robust, extensive external security audits with third-parties.

We also provide data privacy and security training for our employees during onboarding and throughout employment.



¹Tinder also achieved ISO 27017 and 27701.

DATA PRIVACY

Our brands implement strong data privacy standards globally. We collect only necessary and proportionate data, are transparent in the way we process it, obtain strong security and confidentiality commitments from our vendors, maintain channels for our users to contact us regarding privacy inquiries and requests, and delete data when it is no longer necessary. We also provide data privacy training at onboarding and throughout employment at Match Group.

We maintain data privacy as a separate function to ensure our data processing aligns with applicable laws and meets our own high standards. Our central privacy team acts as a joint center of excellence to support our brands.

We take a proactive approach to data privacy, looking at best practices for data governance, rather than only focusing on current legal requirements. This reinforces our commitment to setting and implementing the highest standards.

We aim to strike the right balance of 'future-proofing' our privacy policies and practices while making sure they remain grounded in today's requirements and challenges. Whenever one of our brands plans a new feature, the privacy team works hand in hand with all relevant stakeholders to embed the necessary privacy principles into the feature, from design to development and eventually rollout.

This is all aligned with our focus on Privacy By Design, to ensure that privacy is enabled and reinforced from the outset as new features and services are developed by Match Group brands.

We also regularly update our user privacy notices to make sure they accurately reflect our data processing practices. Most Match Group brands' user privacy notices have been updated in 2022 and users have been notified of such changes.



Tinder privacy program meets international certification requirements

In 2022, Tinder's Privacy Management System was certified to meet international quality management standards (ISO 27701:2019 certification). An extension of ISO 27001, this certification specifies the requirements and guidelines to establish and continuously improve our Privacy Information Management System, including processing of personally identifiable information (PII).

This certification covers the operations underlying the infrastructure, management, and administration of the Tinder mobile applications (both iOS and Android), Tinder Web (i.e., Tinder Online), as well as Tinder's intranet comprising internally-developed tools for the protection and the fair processing of user information.



Read more & data tables

About this report

REPORTING APPROACH

This Impact Report includes all of Match Group, Inc.'s wholly- and majority-owned subsidiaries where direct operational control was exercised as of December 31, 2022. Where we have minority investments, the performance of those businesses is not included in this report.

Except as otherwise noted, all performance data included in this report is based on the 2022 calendar year. Where appropriate for a fuller understanding, we've supplemented our performance with key performance elements through March 2023.

All performance data is measured, collected, and reported internally, subject to our usual control and compliance procedures. Our goal is to be accurate, complete, and comprehensive. Our non-financial performance data is not externally audited or reviewed.

MORE INFORMATION



Safety

Trust and Safety Center
Safety Framework
Advisory Council



Privacy

Privacy Principles



Governance

Code of Conduct
Annual Report
Proxy Statement
Modern Slavery Statement
UK Tax Policy Statement
Guidelines and Committee Charters



People

Career Center

Awards

Recognition for our efforts

We are proud to have received a number of awards for efforts at Match Group and across our brands.



Human Rights Campaign
“Best Places to Work for LGBTQ+ Equality”
Match Group



Mogul's Top 100 Companies
for Diverse Representation,
Match Group



Victory of Human Capital
Leaders, Silver Prize for CSR
Commitment, Meetic



Match Top 100 Place
to Work in 2022



BC's Best Places to Work,
Plenty of Fish



2022 Fast Company's World's
Most Innovative Companies –
Social Media category, Tinder



2022 Built In's Best Place to
Work in Los Angeles, Tinder



2022 Comparably's
Best CEO for Diversity,
Tinder



2022 Comparably's
Best Places to Work in
Lost Angeles, Tinder



2022 Comparably's
Best Company for
Compensation, Tinder



2022 Comparably's
Best Company for
Best Leader Teams,
Tinder



2022 Comparably's
Best Company for
Career Growth,
Tinder



2022 Comparably's
Best Company for
Perks & Benefits,
Tinder



2022 Comparably's
Best Company for
Work-Life Balance,
Tinder



2022 Comparably's
Best Company for
Diversity, Tinder

Performance table

Our performance

We measure our progress using these key performance indicators.

	METRIC	2022	2021	2020
FINANCIAL	Total Revenue ¹	\$3.2 billion	\$3.0 billion	\$2.4 billion
	Adjusted Operating Income ²	\$1.1 billion	\$1.1 billion	\$897 million
	Average Payers ^{1,2}	16.3 million	15.5 million	13.6 million
SAFETY ⁵	Investment in Trust and Safety	\$125 million+	\$125 million+	\$89.6 million+
PEOPLE ⁵	Employee engagement (favorability)	64%	70%	76%
	Gender diversity in workforce	41% female	41% female	39% female
	Gender diversity in leadership ³	39% female	43% female	39% female
	Gender diversity in tech teams	26% female	25% female	22% female
	Ethnic diversity in workforce (U.S.)	44% non-white	42% non-white	38% non-white
	Ethnic diversity in leadership (U.S.)	29% non-white	29% non-white	28% non-white
GOVERNANCE ^{4,5}	Ethnic diversity in tech teams (U.S.)	48% non-white	47% non-white	43% non-white
	Gender diversity of the Board	50% female	45% female	45% female
	Independent members of the Board	7 out of 10	8 out of 11	8 out of 11
COMMUNITY ⁵	Employer and employee donations and advertising space	\$6.1 million	\$5.2 million	\$5.8 million
ENVIRONMENT ⁵	Grid electricity used	0%	0%	0%

¹ Metrics for the year 2022. Adjusted Operating Income is a non-GAAP financial measure which is in addition to Operating Income, which is a financial measure presented in accordance with U.S. GAAP. Adjusted Operating Income is not a substitute for, or superior to, Operating Income. See page 51 for a reconciliation of Adjusted Operating Income to Operating Income.

² "Payers" are unique users at a brand level in a given month from whom we earned Direct Revenue. Direct Revenue is revenue that is received directly from end users of our services and includes both subscription and à la carte revenue. When presented as a quarter-to-date or year-to-date value, Payers represents the average of the monthly values for the respective period presented. At a consolidated level, duplicate Payers may exist when we earn revenue from the same individual at multiple brands in a given month, as we are unable to identify unique individuals across brands in the Match Group portfolio. Our global portfolio of brands includes Tinder®, Hinge®, Match®, Meetic®, OkCupid®, Pairs™, PlentyOfFish®, Azar®, Hakuna™, and more, each built to increase our users' likelihood of connecting with others.

³ Reconciliation on Page 51.

⁴ It is at year end.

⁵ Data prior to June 30, 2020, the date of Match Group's separation from IAC/InterActiveCorp, only reflects information regarding the company formerly known as Match Group, Inc. prior to such separation.

Read more

SASB report

REPORTING STATUS:

- Fully reporting
- ◐ Partially reporting
- Not reporting

REPORTING APPROACH

This report includes all disclosures as defined by the Sustainability Accounting Standards Board (SASB) framework for the Internet Media & Services industry. Our disclosures are based on the 2018-10 version of the Standard, and, except where otherwise noted, we provide information for the 2022 calendar year.

We expect our SASB framework to continue to evolve over time. Where noted, in accordance with SASB Standards Application Guidance section 2.2, certain information is not included in this appendix, to the extent the information is not considered material, is privileged or confidential, or is not currently collected in a manner wholly correlative with the related SASB metric.

SASB CODE	ACCOUNTING METRIC	2022 RESPONSE	REPORTING STATUS
TC-IM-000.A	Entity-defined measure of user activity	16.3 million average total Payers as defined on page 43 of our Impact Report.	●
TC-IM-000.B	(1) Data processing capacity (2) Percentage outsourced	Omitted as privileged and confidential.	○
TC-IM-000.C	(1) Amount of data storage (2) Percentage outsourced	Omitted as privileged and confidential.	○
ENVIRONMENTAL FOOTPRINT OF HARDWARE INFRASTRUCTURE			
TC-IM-130a.1	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	(1) 63,874 GJ (2) <0.1% (3) 77%	●
		Metrics for this SASB metric are limited to managed and third-party data centers.	○
TC-IM-130a.2	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Not reported.	○



SASB CODE	ACCOUNTING METRIC	2022 RESPONSE	REPORTING STATUS
TC-IM-130a.3	Discussion of the integration of environmental considerations into strategy planning for data center needs	To address the impact of our third-party data center providers, we are developing a strategy to engage with providers on disclosing and reducing their emissions. Many of our data center providers have SBTi and Net Zero targets that illustrate their commitment to reducing these emissions.	●
DATA PRIVACY, ADVERTISING STANDARDS & FREEDOM OF EXPRESSION			
TC-IM-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	<p>Our Privacy Principles are referenced in the Data Security and Data Privacy and Read More sections of our Impact Report. They can be read in full in the Trust and Safety center on our website, which includes a fuller description of all our policies and practices related to user privacy, including those related to advertising.</p> <p>In addition to this, every Match Group's specific data processing operations are described in their respective user privacy notices.</p>	●



SASB CODE	ACCOUNTING METRIC	2022 RESPONSE	REPORTING STATUS
TC-IM-220a.2	Number of users whose information is used for secondary purposes	All of the purposes for which users' personal information is processed are described in the Privacy Policy that users acknowledge when they join the service and is otherwise publicly available at all time. The entity does not use users' data for any secondary purpose other than those laid out in the Privacy Policy.	●
TC-IM-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	There were no monetary losses as a result of legal proceedings related to user privacy in 2022.	●
TC-IM-220a.4	(1) Number of law enforcement requests for user information (2) Number of users whose information was requested (3) Percentage resulting in disclosure	Omitted as data collection is not wholly correlative with this metric.	○

SASB CODE	ACCOUNTING METRIC	2022 RESPONSE	REPORTING STATUS
TC-IM-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Given the nature of online dating services, certain of our services or features have been blocked in certain countries. In some instances we have placed restrictions on our services in order to comply with U.S. sanctions laws.	●
TC-IM-220a.6	(1) Number of government requests to remove content (2) Percentage compliance with requests	Omitted as data collection is not wholly correlative with this metric.	○
DATA SECURITY			
TC-IM-230a.1	(1) Number of data breaches (2) Percentage involving personally identifiable information (PII) (3) Number of users affected	(1) No data breaches (2) Not applicable (3) Not applicable	●
TC-IM-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Our approach for identifying and addressing data security risks is detailed in the Data Security and Data Privacy section of our Impact Report.	●



SASB CODE	ACCOUNTING METRIC	2022 RESPONSE	REPORTING STATUS
EMPLOYEE RECRUITMENT, INCLUSION & PERFORMANCE			
TC-IM-330a.1	Percentage of employees that are foreign nationals	As of December 31, 2022, 11.7% of our U.S. employees were foreign nationals.	●
TC-IM-330a.2	Employee engagement as a percentage	<p>Employee participation rate of 83% in 2022, with an overall engagement score of 64%.</p> <p>See the Engaging Employees section of our Impact Report for more information about our employee engagement survey results and action plans.</p>	●



SASB CODE	ACCOUNTING METRIC	2022 RESPONSE	REPORTING STATUS
TC-IM-330A.1	<p>PERCENTAGE OF GENDER AND RACIAL/ETHNIC GROUP REPRESENTATION FOR:</p> <p>(1) Management</p> <p>(2) Technical staff 13</p> <p>(3) All other employees</p>	<p>GENDER DIVERSITY AT MATCH GROUP (WORLDWIDE)¹</p> <p>(1) 39% female / 61% male / 0% not provided</p> <p>(2) 26% female / 74% male / 0% not provided</p> <p>(3) 55% female / 45% male / 0% not provided</p> <p>ETHNIC DIVERSITY AT MATCH GROUP (U.S. ONLY)</p> <p>(1) 30% non-white / 58% white / 12% other</p> <p>(2) 49% non-white / 41% white / 11% other</p> <p>(3) 40% non-white / 50% white / 10% other</p>	●
INTELLECTUAL PROPERTY PROTECTION & COMPETITIVE BEHAVIOR			
TC-IM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	There were no monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations in 2022.	●

¹ Totals may not sum to 100% due to rounding.

Read more

TCFD index

OUR APPROACH

In 2021, we began assessing our environmental impact, as well as the risks and opportunities presented by climate change, in line with the framework set out by the Financial Stability Board’s Task Force on Climate-related Financial Disclosures (TCFD). We are still at the beginning of our journey but have made progress over the past year. In 2022, Match Group began working with Watershed, an enterprise climate platform, to develop an accurate, audit-grade measurement of our 2022 footprint that incorporates the latest climate science and audited methodologies. Along with that, Match Group has committed to setting targets in line with the Science Based Targets Initiative (SBTi), ensuring we will do our part to achieve a 1.5°C future.

GOVERNANCE

At the Board level, our Nominating and Corporate Governance Committee is responsible for

overseeing ESG matters. This includes climate-related topics inclusive of strategy and action plans to reduce risks and take advantage of opportunities identified across our operations. The Committee oversees processes for setting performance objectives, major capital expenditures, and progress against targets.

The Vice President of Corporate Social Responsibility, who reports directly to the President and Chief Financial Officer, is responsible for actualizing all agreed-upon ESG and climate-related initiatives, as well as, assessing and managing new and existing projects.

The President and Chief Financial Officer also contributes to the management of ESG and climate-related risks and opportunities by assessing financial impacts these aspects may pose to the company, as well as where operational changes may be implemented as a result of climate opportunities.

STRATEGY AND RISK MANAGEMENT

Due to our limited physical footprint, we do not believe we have material exposure to high physical risks such as extreme weather or flooding. However, we do face certain risks, which we have identified and are addressing as part of our commitment to the environment. These include increased regulatory requirements around climate and GHG emissions affecting many of our global brands, new market and technological demands to offer low-carbon app and web-based platforms and shifts in consumer preferences which may impact our reputation both as a service provider and an employer. These risks are impacting our business today, and we expect them to continue to do so into the medium and long term, so we are actively managing them across Match Group.

In the future, we plan to undertake a climate risk assessment to further understand our exposure to climate risks and potential opportunities

METRICS AND TARGETS

In 2021, we set a goal to be carbon neutral. In 2022, we increased our level of ambition by sourcing renewable energy credits following Green-e certifications and high-additionality reforestation project credits. These credits mitigate the equivalent of Match Group’s 2022 Scope 1 and 2 emissions.

Match Group committed to set near-term and long-term science-based targets to ultimately reach net-zero value chain GHGs emissions by no later than 2050 in line with the SBTi Net-Zero Standard, submit it for SBTi validation, and publish it, all within a maximum of 24 months. This commitment provides Match Group a clear path to reduce our emissions and overall impact on the global climate crisis through a series of intentional operational changes.

Match is now part of the Business Ambition for 1.5°C campaign and will also join the Race to Zero campaign. These organizations will be key

partners as we continue to look for ways to reduce climate-related risks and seek opportunities to change our operations in ways that benefit our users and the planet.

For additional information on our current efforts to reduce our GHG emissions, see the [Environment](#) section of this report.

2022 Greenhouse Gas Emissions (CO2e metric tons)¹

883
Scope 1 emissions

5.2
Scope 2 emissions

¹ Match Group’s emissions inventory follows the GHG Protocol Corporate Accounting and Reporting Standard. Our Scope 1 and 2 inventory boundary includes owned buildings, leased buildings, and managed data centers.

Forward Looking Statements

Disclaimer

SAFE HARBOR STATEMENT UNDER THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995

This Impact Report may contain “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements that are not historical facts are “forward-looking statements.” 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: Match Group’s future financial performance, Match Group’s environmental and social initiatives, Match Group’s business prospects and strategy, anticipated trends, and other similar matters. These forward-looking statements are based on management’s current expectations and assumptions about future events as of the date of this

report, 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: competition, our ability to maintain user rates on our higher monetizing services, our ability to attract users to our services through cost-effective marketing and related efforts, foreign currency exchange rate fluctuations, our ability to distribute our services through third parties and offset related fees, the integrity and scalability of our systems and infrastructure (and those of third parties) and our ability to adapt ours to changes in a timely and cost-effective manner, our ability to protect our systems from cyberattacks and to protect personal and confidential user information, risks relating to certain of our international

operations and acquisitions, certain risks relating to our relationship with IAC post-separation, the impact of the outbreak of pandemics such as the COVID-19 coronavirus, the risks inherent in separating Match Group from IAC, including uncertainties related to, among other things, the tax treatment of the transaction, uncertainties related to the acquisition of Hyperconnect, including, among other things, the expected benefits of the transaction, any litigation arising out of or relating to the transaction, and the impact of the transaction on the businesses of Match Group, and inflation and other macroeconomic conditions. Certain of these and other risks and uncertainties are discussed in Match Group’s filings with the Securities and Exchange Commission. Other unknown or unpredictable factors that could also adversely affect Match Group’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 Match Group management as of the date of this report. Match Group does not undertake to update these forward-looking statements.

Forward Looking Statements

Disclaimer

NON-GAAP FINANCIAL MEASURES

This Impact Report includes Adjusted Operating Income, which is a non-GAAP financial measure. Adjusted Operating Income is not a substitute for, or superior to, Operating Income, which is a measure of financial performance prepared in accordance with U.S. GAAP. See the table to the right for a reconciliation of Adjusted Operating Income to Operating Income.

TRADEMARKS

MATCH GROUP, the MG Logo, the MG Blue-Gradient Thread, Tinder, Match, and Swipe are trademarks and registered trademarks of Match Group, LLC. Hinge, OkCupid, PlentyOfFish, Chispa, BLK, Stir, Upward, Ourtime, Twoo, Ablo, Meetic, Pairs, Eureka, Hawaya, Hakuna, Azar, and all other trademarks are trademarks and registered trademarks of their respective owners.

Net Earnings Attributable to Match Group, Inc. Shareholders

Net (loss) earnings attributable to noncontrolling interests

Loss (earnings) from discontinued operations, net of tax

Income tax provision (benefit)

Other (income) expense, net

Interest expense

Operating Income

Stock-based compensation expense

Depreciation

Impairment and amortization of intangibles

Adjusted Operating Income

YEAR ENDED DECEMBER 31,

	2022	2021	2020
	(Dollars in thousands)		
Net Earnings Attributable to Match Group, Inc. Shareholders	\$361,946	\$277,723	\$162,329
Net (loss) earnings attributable to noncontrolling interests	(2,027)	(1,169)	59,280
Loss (earnings) from discontinued operations, net of tax	2,211	(509)	366,070
Income tax provision (benefit)	15,361	(19,897)	43,273
Other (income) expense, net	(8,033)	465,038	(15,861)
Interest expense	145,547	130,493	130,624
Operating Income	515,005	851,679	745,715
Stock-based compensation expense	203,880	146,816	102,268
Depreciation	43,594	41,402	41,271
Impairment and amortization of intangibles	366,257	28,559	7,525
Adjusted Operating Income	\$1,128,736	\$1,068,456	\$896,779



Impact Report 2023

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