

Creating meaningful connections

Impact Report 2021



Welcome from the CEO

Bringing people together for meaningful connections

Welcome to our inaugural Impact Report – an important milestone in our continuing journey as an independent public company.



Shar Dubey
 Chief Executive Officer
 Match Group

I'd like to thank our colleagues, partners and users for their support this past year. The pandemic brought home the importance of human interaction for our mental and physical wellbeing. Digital technology, like we provide, has helped to hold us together.

I feel lucky to have spent my career at a company with a fundamental mission of bringing people together for joyful connections, from short-lived sparks to romantic couples and lifelong companionship. This is where we see our greatest social impact and we're inspired every day by the millions of babies born and families forged through our platforms.

WHAT DRIVES US: JOYFUL CONNECTIONS

When I started at Match Group, 3% of U.S. couples who later married met online. I was often asked whether dating sites actually worked. We worked hard to build products that delivered the love and relationship outcomes. We educated society on the benefits of online dating in a world that was rapidly becoming more nuclear. In a few short years, people started telling me that they knew someone who had met their partner or spouse on one of our platforms. Now nearly half of all marriages in the U.S. start online, and we see similar growing trends around the world.

Our apps have played a meaningful role in breaking down barriers for all members of the community. This helps explain why the popularity of dating apps coincides with the faster growth of interracial relationships in the U.S. Our company has been an early champion of marriage equality and normalizing relationships

for the LGBTQ+ community, with more than 75% of these couples now finding each other online. Our brands brought the first ad featuring a gay man to national broadcast TV in the U.S. and the first ad in Europe featuring a lesbian couple. Bringing products to life that enable ALL singles to make a meaningful connection has been a driving force for me and underpins how we approach our work every day.

OUR APPROACH: SAFETY, PRIVACY, INCLUSIVITY

Unlocking more joyful connections is only possible if our users can get to know one another comfortably and securely. That's why we're constantly striving to make our platforms safe by embedding safety and privacy tools and practices across the organization. But we know there's always more to do. Safety never stops, and it must be balanced with user privacy. That's why we're committing to releasing our industry first Transparency Report for the United States for 2022.

We've promoted a supportive and inclusive culture guided by integrity and strong governance. We're actively growing our pipeline of diverse talent and investing in our greatest asset, our employees, including work-study and mentorship programs for under-represented groups. And we're committed to contributing to our communities through volunteering programs and social advocacy partnerships with local and global NGOs.

We must stay vigilant on our environmental impact. Our servers are the biggest driver of our carbon footprint and we are committed to reducing it as much as possible.

“Everyone wants to feel secure, empowered, and loved for who they really are. At Match Group we bring people together for joyful connections that enhance their lives.”

LOOKING AHEAD: RAISING THE BAR

In this report we set out how we're making a positive impact on the social, environmental, and governance issues that matter most to our mission. We share our approach and – where appropriate – our performance, both financial and non-financial. We'll report annually on our progress and we're committed to raising the bar across our brands and for our industry.

SHAR DUBEY
 Chief Executive Officer, Match Group

Who we are

Building a global technology company to connect people

Match Group is the umbrella company for a range of leading apps that collectively have millions of users. Driven by a shared passion for innovation, we believe that bringing them together under one umbrella strengthens the ability of our brands to pioneer, disrupt and revolutionize their categories.

\$2.4bn

Revenue¹

\$897m

Adjusted EBITDA¹

10.4m

Average Subscribers^{1,2}

1. Metrics for the year 2020. Please note Adjusted EBITDA reconciliation on page 27.

2. "Average Subscribers" is the number of Subscribers at the end of each day in the relevant measurement period divided by the number of calendar days in that period. Subscribers as of any given time represent the number of users who purchased a subscription to one of our products at that time. Users who purchase only à la carte features are not included in Subscribers.

Unless otherwise noted, Subscribers refers to Average Subscribers in this presentation. Our portfolio of brands includes Tinder®, Match®, PlentyOfFish®, Meetic®, OkCupid®, OurTime®, Pairs™, and Hinge®, as well as a number of other brands, each designed to increase our users' likelihood of finding a meaningful connection.

OUR LARGEST BRANDS



TINDER

- Launched in 2012
- Highest-grossing non-gaming app globally
- World's most popular app for meeting new people



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 leader for dating services in Europe, enabling its members to find meaningful connections



PAIRS

- Launched in 2012
- A leading dating app in Japan and a top dating service available throughout APAC



PLENTY OF FISH

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



OKCUPID

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



HINGE

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



OURTIME

- Launched in 2011
- Premier experience tailored to celebrate singles over 50



HAWAYA

- Launched in 2017
- Matchmaking app for young adults connected to Muslim culture



ABLO

- Launched in 2019
- Chat and video app that provides automatic translation to encourage global connections



CHISPA

- Launched in 2017
- Largest dating app made for U.S. Latinx singles



BLK

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

What we do

Empowering relationships through technology

Hundreds of millions of people have used our brands' products to create meaningful connections. Match pioneered the concept of online dating over 25 years ago, then reinvented the category by launching Tinder.

Our diverse portfolio of apps and services enables connections across the spectrum of age, race, gender, sexual orientation and backgrounds. We're here to make life more joyful and revolutionize the way people connect, whatever their relationship goals. We stay on the cutting edge for bringing people together and are unending in our pursuit to build and integrate technology that truly helps connect people.

And despite the challenges posed by the COVID-19 pandemic, we helped people connect more than ever in 2020 as these examples show.



Victoria & Bayleigh

✓ Matched on:

Just wanted to say thank you for making it possible for me to meet my soulmate. Five minutes into our first conversation my now wife mentioned how we would have an amazing wedding. Even though our amazing wedding had to be postponed because of COVID, we still eloped! Thank you again!



Ashley & Dashawn

✓ Matched on:

I want to thank you for helping me connect with my soulmate. My name is Ashley and met my partner, Dashawn, on your app. On our first phone conversation we spent 5 hours talking to each other! From there, I knew it was a connection I wanted to explore. We have a similar upbringing and both love music, which is also the industry we aspire to work in!



Naoya & Kie

✓ Matched on:

During the COVID-19 pandemic, I couldn't go out so I decided to join Pairs. That's where I met Naoya. Not only were we able to chat, we could see each other through Pairs' video dating feature. This really helped me to get to know him! We're now living together and planning for marriage in the future. We even introduced our parents online!



How we do it

Creating safer and more inclusive connections

As a technology company that helps people make meaningful connections every day, we're on a journey to make Match Group the safest and most inclusive space to meet. We aim to set world-class standards across the industry.

Since we pioneered the idea of online dating more than 25 years ago, we've stayed close to what matters in people's lives. That means we won't grow by monetizing data or compromising privacy, but by being the place where people want to spend their time and can express their authentic selves.

In order to be that place, we dedicate significant efforts on safety, inclusivity and privacy, building on a foundation of good corporate citizenship around robust governance, environmental action and community engagement.



SAFETY

WHY IT MATTERS

Bringing people together on a digital platform to make meaningful connections is only possible in a safe and secure environment focused on protecting users from potential harms; from abuse to discrimination, harassment, and violence.

OUR APPROACH

We believe in safety by design: weaving safety into the fabric of our brands while continuously innovating and looking for ways to raise the bar in new safety standards for the tech industry. Cutting-edge technology and effective partnerships are leveraged across our brands' platforms. Because the safety of the people we serve is our top priority, we aim to continuously improve.



INCLUSION

WHY IT MATTERS

It is critical that technology platforms enable people from all communities to take part, in a space free from harassment, hate and discrimination. That is why our goal is to be inclusive by design: for our teams, for our users and for our communities.

OUR APPROACH

We are our communities. To us, inclusion means designing our brands to reflect the diversity of our users and ensuring everyone is welcomed as their authentic selves. We also strive to ensure our colleagues can reach their full potential in an open, inclusive work environment.



PRIVACY

WHY IT MATTERS

Privacy online is a critical cornerstone of a modern digital world. Ensuring personal information is secure on technology platforms is vital as Match Group users choose to use our platforms to make the connections that matter most in their lives.

OUR APPROACH

Our privacy function focuses on making sure people can trust our platforms, access their data, and understand how their information is respected and treated. We are committed to aiming to establish a best-in-class privacy framework on all our brands' platforms.



ENVIRONMENT

Every business must prioritize making our world more sustainable and preserve a safe, habitable planet. We are committed to better understanding our environmental impact and taking action on it. We will use our voice to encourage and support our stakeholders to care for their environment.



COMMUNITY

Without our communities, we couldn't thrive, so we work to create positive change and enrich the lives of our users. We strive to lead on community involvement, from innovative community ideas implemented by our brands to Group-wide initiatives.



GOVERNANCE

Good governance establishes the ground rules to operate fairly, equitably and compassionately. As part of sound corporate governance, we have established a robust compliance framework, including Board practices, our code of conduct and rules requiring ethical behavior.

SAFETY

Creating a safe environment for all



Whatever their background and whoever they are looking for, our users are united by their desire to feel secure, protected, and loved for who they really are. That's only possible when we strive to prevent, disrupt, and respond when our users feel threatened.

Safety

Making it safer to explore

The well-being of our users will always be one of the top priorities for each and everyone of us at Match Group.

Even a single harmful incident is one too many. We're continuously striving to raise the bar on safety for our brands and our industry, so that no one has to experience fear, discomfort, or worse when looking for someone special.

\$100m

Our projected investment in trust & safety in 2021

OUR APPROACH

We lead by setting the highest overall safety standards in the industry and continually improving them. Safety is integrated into the fabric of Match Group with the establishment of a central safety function – a true center of excellence that advances global safety by creating strategy, standards, policies and processes; building infrastructure; and measuring our safety impact.

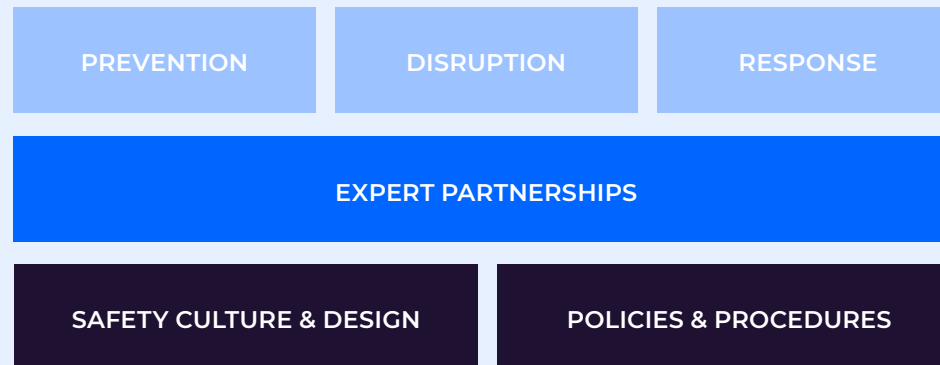
Our safety framework guides each brand and addresses three core safety areas: prevention, disruption and response. Each brand has an internal brand safety ambassador and customer care team, dedicated to supporting our users.

OUR PERFORMANCE

We are proud of our leadership when it comes to safety. We were the first platform to use content moderation 25 years ago and have pioneered many safety features for the industry.

Our safety culture embraces operations, product and social advocacy: we call it 'safety by design.' Across Match Group and its brands there are now more than 375 people working on trust & safety. We are committed to continue expanding our safety initiatives and investing in flagship safety features, building new products in-house, and developing tools with partners aimed at making online dating safer and more inclusive.

SAFETY FRAMEWORK



CASE STUDY

Match Group Advisory Council

Formed in 2018, the Match Group Advisory Council brings together leading experts and advocates from academia, the non-profit sector and policy organizations, such as the 'Me Too' movement and the Human Rights Campaign. The council is the first of its kind in the dating category and reviews safety on all Match Group platforms, in partnership with our dedicated in-house Trust and Safety team.

The Match Advisory Council meets regularly with the Match Group Executive team, to evaluate our policies, discuss important safety developments and recommend how we can improve our platform safety.

Find out more: <https://mtch.com/mgac>

Safety continued

INNOVATIVE SAFETY TOOLS

To combat key safety and security issues, including catfishing, financial fraud, harassment, use of illegal substances, prostitution and underage users, our strategy focuses on enhancing user safety, and increasing safety perception. Our brands' apps equip daters with in-app safety resources and key safety features, such as safety tips developed by experts and automatic scans of profiles upon creation.

We plan to roll out a key background check tool in late 2021 that will give users access to important information to help inform their safety choices. We use a network of industry-leading automated and manual moderation and review tools, systems and processes, and expect to spend over \$100 million on trust and safety this year alone, an increase of more than 15% year-over-year.

375+

Number of colleagues in trust & safety team in 2021

PRIORITIZING OUR USERS

Leveraging technology and partnerships are important components of our safety approach. One example is Tinder's recent partnership with Noonlight, a first-of-its-kind safety company, making Tinder's users the first to have to access to on-demand emergency services that transmit highly accurate location data without requiring a 911 phone call.

We are also working on standardizing our safety incident data, tracking, and reporting, with a goal of creating our inaugural Transparency Report in the United States for 2022 to ensure that as we grow, we continue to prioritize the safety, security and well-being of our users. This is part of Match Group's ongoing commitment to investing in key safety initiatives.

EXPERT PARTNERSHIPS

We partner with leading experts and organizations to ensure our practices remain at the forefront of industry safety standards: from our Match Group Advisory Council – bringing an outside-in approach to our work – to our partnerships with Garbo – a non-profit background check platform – and Rape Abuse & Incest National Network (RAINN), which reviews and provides expert feedback on our existing reporting and response policies and processes. We also partner with law enforcement agencies around the world to collaborate on keeping our users safe.

We welcome the opportunity to work with governments, legislators and regulators around the world to make the internet a safer place, and to shape better standards in security, such as our support of the EARN IT Act in 2020. You can read more about this in the Governance section. We are a founding member of the Trust & Safety Professional Association and a member of WeProtect Global Alliance. We are aligned with Voluntary Principles to Counter Online Sexual Exploitation and Abuse and collaborate with the National Cyber Security Alliance to build best practices as part of their "Stop. Think. Connect." campaign.

PRIVACY'S ROLE IN SAFETY

Data is what makes our brands' apps work, so we focus on its security and transparency in how we process it. Our data security centers on risk mitigation, proactive cyber threat monitoring, and protecting our systems from digital attack. You can read more about this in the Governance section. We collect only necessary and proportionate data and are transparent in the way we process it, in line with applicable laws and our own privacy standards. We follow best practices to secure data, obtain strong security and confidentiality commitments from our vendors and delete data when it is no longer necessary.

We implement leading standards globally across all our brands to uphold user safety and privacy. We work diligently to ensure that we comply with privacy laws, meet industry standards and take a proactive stance against cyber security threats. Our success is not driven by monetizing users' data for advertising sales. Our revenue model is overwhelmingly subscription-based, with fewer than 3% of our revenues coming from advertising sales. We purposefully limit the types of data we use for third-party advertising purposes: and we never use any sensitive data, such as sexual orientation, racial or ethnic origins or religion.



CASE STUDY

Match Group partnership with Garbo

Tinder partnered with Garbo, a female-founded, non-profit background check platform, to provide users with access to historical information about prior instances of violence and abuse by users they are looking to date. This will help our users make more informed decisions and choices about their safety.

Tinder is piloting Garbo in its Safety Center and, if successful, we intend to expand this to our other brands. Garbo's goal is to help proactively prevent gender-based violence in the digital age.



Find out more:
<https://mtch.com/single-trust-and-safety/7>

Q&A with Tracey Breeden

‘Safety never stops’

We asked Tracey Breeden, Head of Safety and Social Advocacy, how her passion for safety is helping Match Group raise the bar on safety.



Tracey Breeden

Head of Safety and Social Advocacy

From a background in law enforcement and policing, Tracey moved to Uber, where she led women’s safety, and established the social advocacy practice.

Q

What is safety to you?

A

It’s not just physical safety – it’s creating safe and respectful spaces free of abuse, harassment, hate and discrimination. It’s our goal to incorporate safety best practices and expertise into our branded platforms, informing policies, standards and safety product across our portfolio.

Q

When it comes to safety, how important is working with communities?

A

We recognize we have an important role in helping create safer communities. Safety challenges find their way into every corner of society and they’re reflected on our corporate platforms, our business platforms and our social platforms. Working with our communities is essential. We can only impactfully address these challenges through collaboration; being a strategic thought partner with our communities; and understanding the issues impacting our users.

Q

What is your safety vision for Match Group?

A

When it comes to safety, you’ll never hear me say we’ve done enough – safety never stops. We want to prevent, disrupt and respond to physical, emotional and psychological abuse, harm, harassment, hate and discrimination connected to our users and communities, whether online or in person.

We can always do more and improve on safety, from launching new safety features, and strengthening our policies and processes, to making the platforms safer for women and marginalized communities – if you do that, you make it safer for everyone.

Q

What is your starting point for safety at Match Group?

A

I start by looking for gaps, opportunities and safety challenges, and finding user-friendly solutions to help level up our brands’ safety approach, working in partnership with them to identify the right safety strategy, infrastructure to achieve it, and path to execution—all while embedding a “culture of safety” into the fabric of our brands.

“I believe it’s really important to be conspicuously on the side of the people you serve. Across our portfolio at Match Group we aim to continually demonstrate to our users that we understand all their concerns and embrace our role in creating a safer society.”

PEOPLE

Connecting teams across the globe

Attracting people to build and integrate the latest and most innovative technology and create the most meaningful connections is crucial to our success. Being inclusive is just as important. We take care of our teams, empowering their passion at every stage of their Match Group journey.



People

Attracting, encouraging and retaining top tech talent

With nearly 2,000 colleagues across 20 countries, motivating and standing up for each other is critical to our success. We grow our business by attracting, encouraging and retaining the best tech talent, resulting in an outstanding team that is dedicated to bringing people together across the globe.

We care about our people and invest in them throughout their Match Group journey. It's a clear win-win – it helps us improve our business outcomes and drive innovation, while reducing absence and reducing our reliance on outside recruitment.

76%

Employee engagement (favorability) in 2020

OUR APPROACH

Our culture is inclusive, inspiring, and empowering, and this feeds directly into who we hire, how we work and what we do to enable everyone to be the best they can be. We are committed to investing in learning and development. Our People strategy is focused on continuing to widen our recruiting net to find exceptional talent from diverse backgrounds, rewarding our people, and prioritizing their mobility, learning and career development.

Our approach to people is a hybrid of 'local and global'. A centralized People function operates as a center of excellence to set our people strategy. It then supports local people business partners across our individual brands, to ensure they translate this best practice into their own unique needs and culture.

OUR PERFORMANCE

Our team is outstanding, and it is important we selectively identify and attract top talent to bolster our roster. We work closely with each Match Group brand, leveraging analytics and insights to optimize candidate sourcing. We use a wide range of sources to find talent and build a diverse pipeline of potential candidates, such as our work/study program and partnerships with HBCU Connect, Jopwell and Fairygodboss.

Once employees join our team, we look after our people with competitive compensation including a range of generous benefits. In 2020, 91% of our people have taken up employee stock compensation; in the United States,

we offer 401k pension plan support that's matched 10% up \$10,000; a minimum of 16 weeks fully-paid parental leave for the child-carrying partner, with 12 weeks of fully-paid leave for the supporting parent; health benefits including life insurance; unlimited Paid Time Off (at some of our brands); mental health support as part of our Employee Assistance Program (EAP) and a global giving program, where we match donations (up to a generous cap) through Benevity.

We encourage our managers and their teams to have regular performance conversations. Specifically, we help our people chart a promising career within Match Group and our global footprint and diverse brands gives them a wide-range of future career opportunities. We've launched development programs to stimulate internal mobility and mentorship programs that involve all levels of our organization. Our learning & development approach includes a personalized budget for everyone to drive their career growth, on top of on-demand training courses that are available to our colleagues.

Taken all together this supports the continuing engagement of our global team. In 2020, in our regular employee opinion survey, we achieved a 76% favorability score amongst our global team. In our 'pulse survey' this increased to 78% by the end of the year, also indicating that we've supported our colleagues through a very challenging year with a global pandemic.



CASE STUDY

Recruiting more diverse talent

We want to continually enhance the diversity of our talent, especially in our technology teams. That's why we've evolved our recruitment approach with diversity and inclusion front of mind. And to create the next generation of talent, we're also sponsoring pipeline programs that bring underrepresented people into STEM careers.

In 2020, we started with an 'inside out' approach. First off, we ensured everyone in our team became an **AIRS certified** diversity and inclusion recruiter. Since then, we have started to widen our **recruitment sources** through different diversity partnerships to source tech and other talent. We've also added a **self-ID option** for our applicants, which illustrates our desire to understand our applicant base and meet their needs.



Find out more:
<https://mtch.com/careers>

People

Creating a place where everyone belongs

Our brands aim to build apps that are inclusive by design, and that reflect our diverse society. Our Match brand, for instance, was the first company to feature a gay couple in its advertising. Inclusion is part of who we are, and encompasses our brands' users, our people, and our communities.

Improving diversity, equity and inclusion is an industry-wide challenge for the technology sector. That's why we're passionate about addressing it, but our focus on diversity also results in positive business outcomes, including talent attraction, innovation, and company performance.

ETHNIC DIVERSITY IN OUR U.S. POPULATION



ETHNIC DIVERSITY IN OUR U.S. LEADERSHIP¹



GENDER DIVERSITY IN OUR GLOBAL POPULATION



GENDER DIVERSITY IN OUR GLOBAL LEADERSHIP¹



● Asian 24% ● Hispanic/Latinx 9% ● Black/African American 6% ● White 49% ● Other/Not specified 13%

● Asian 17% ● Hispanic/Latinx 6% ● Black/African American 5% ● White 60% ● Other/Not specified 12%

● Male 61% ● Female 39% ● Not specified 1%

● Male 60% ● Female 39% ● Not specified 0%

1. Our leadership consists of Director-level and above.

OUR APPROACH

We welcome people of all backgrounds and want everyone at Match Group to feel empowered. To champion diversity internally, we started inclusivity awareness building across the U.S. in 2020, and plan to extend this across the globe.

Our pioneering brands are active campaigners for creating impact through awareness; recent examples include OKCupid's #BlackLivesMatter profile badge, sponsorship of the Afrotech World conference by our Match brand's M4BL, and the PlentyofFish partnership to provide free memberships to Shine, the self-care app created by women of color.

We are passionate about improving representation in our talent pipeline and are enhancing our recruitment practices to increase the diversity of our people. We have also launched pipeline programs and partnerships through our community engagement. We present opportunities to underrepresented communities within STEM, such as Correlation One, Data Science for All and Inroads.

While we're proud of the impact we have around the world we recognize that there are areas where we must improve. We strive to create an inclusive workplace but our lack of representation of historically underrepresented people within our leadership is eye opening. We must make strides here. It will take time but we will stay committed and take accountability by reporting our numbers, developing our programs and goals, documenting our progress, learning from our mistakes and cultivating a truly inclusive, representative workforce.

CASE STUDY

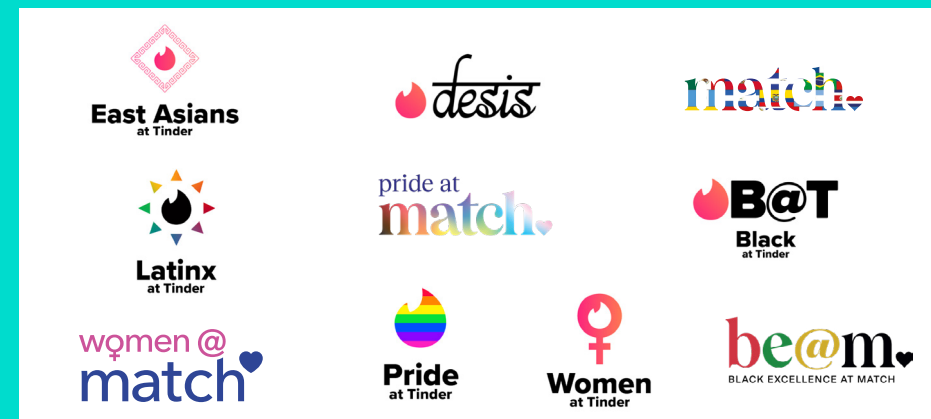
Creating a culture of belonging



We are supporting our existing and developing new Employee Resource Groups (ERGs) that reflect the many different groups in our offices across the globe. Driven by passionate champions to create a culture where everyone feels like they belong, our ERGs have independent budgets and are empowered to plan their own programs. From providing access to ongoing development opportunities, to giving back to communities, and celebrating cultural holidays and anniversaries, they help us to work on moving

the dial on awareness across Match Group.

Our ERGs include Pride@Tinder, Black Excellence@Match (BE@M), Women @ Match (W@M) and Desis@Tinder. Senior management members support these ERGs to enhance recruitment and internal mobility. As a result, corporate policies have been adjusted, including Tinder's vendor review process, which now considers diversity.



Find out more: <https://mtch.com/careers>

Q&A with Nasseem Nilipour, Ph.D.

‘Bringing the best out of our people’

Nasseem Nilipour, Director, Talent Management and Learning at Match Group, shares how she works to inspire colleagues across the Match Group brands to unlock their full potential.



Nasseem Nilipour, Ph.D.

Director, Talent Management and Learning at Match Group

Nasseem has more than a decade experience across organizational and people development, working in a variety of industries including entertainment, aerospace, and insurance.

Q

What are your goals?

A

The hallmark of a successful Talent Management & Learning department is simple: invest in our talent. It’s important we create an environment where we are prioritizing the success of our colleagues. I want people to feel that Match Group creates a safe place to try, learn, and try again to become more resilient and courageous.

Q

How do you focus on career development?

A

In a variety of ways! One that specifically comes to mind is our flagship mentorship program called MentorMatch. It is a 5-month, company-wide program that is focused on career growth and development. Mentees are matched with mentors based on their career aspirations and are supported by a digital mentoring platform. This helps both mentors and mentees grow their networks and learn from each other.

Q

How do you encourage personal growth?

A

I want to be an advocate for our employees to spark learning moments that matter. To do that, we need to provide the right tools at the right time. For instance, we are working to launch flagship programs for mid-level managers and emerging leaders but also soft skills modules aligned to core learning needs.

Q

How else do you support learning?

A

As a leading technology company, it would be strange if we didn’t also embrace the potential of technology to revolutionize learning! That’s why we recently partnered with Udemy for Business. At the end of the roll-out, all Match Group colleagues will have access to an expansive library of online, on-demand learning courses to augment their knowledge and skills.

“My vision is to be the place that ignites curiosity and sparks movement through memorable learning experiences.”

GOVERNANCE

Cultivating a culture of integrity

In the 25+ years since Match.com pioneered online dating, hundreds of millions of users from all ages, races, genders, nationalities and backgrounds have used our brands' apps to form meaningful connections. Only through acting responsibly with all our stakeholders will we serve the interests of our users, company, and shareholders.



Governance

Enabling good governance to achieve our goals

Effective corporate governance enables organizations to achieve their goals, control risks, and promote compliance. It also provides a framework for engaging with stakeholders and continuing our work toward a more sustainable business with a greater positive impact.

Our aim is to help people make the connections that matter most to them, while working for all our stakeholders to be our best. We are responsive to the views of our shareholders and other stakeholders and uphold a company culture of integrity through good governance practices, led by a diverse Board of Directors that demonstrates adaptive leadership and ethical decision-making.

45%

Female members of the Board

8 out of 11

Independent members of the Board

OUR APPROACH

We have a sound corporate governance approach in place for Match Group that meets all the requirements of a listed company on the Nasdaq stock exchange and all other applicable local and national regulations. This is led by our Board and executive team, who shape the structure, processes and policies that drive continuous improvement.

As a leading technology company, Match Group has an important role to play in defining governance standards for the tech sector. At the heart of our corporate governance sits our Code of Business Conduct and Ethics, which covers ethical conduct, insider trading and fraud. This applies to all our people worldwide and is something we expect everyone to uphold. We treat people as we would want to be treated.

OUR PERFORMANCE

Good governance and inclusivity should start at the top. Our Board exceeds independence requirements with eight independent directors out of a total of eleven. It is a diverse group, including 45% female members. Our Audit, Nominating, and Compensation & Human Resources Committees are each comprised solely of independent directors. At least twice a year, our independent directors meet in scheduled executive sessions without management and non-independent directors present.

At Board level, our Nominating Committee provides oversight on the social, environmental and governance issues that matter most to our purpose. More detail on the composition of our Board and Board Committee is available in our 2021 Proxy Statement, which can be found [here](#).

RISK

We review risk at an enterprise-wide level, including an annual comprehensive risk assessment across all brands and geographies. The results of these assessments are regularly reviewed at the executive and Board levels. Our aim is to include impact-related risks and strengthen our governance of sustainability considerations at the Board and executive levels.

DATA SECURITY AND PRIVACY

Data security presents a significant risk to all technology companies, and Match Group is no exception. We take a group-wide approach to working to ensure that our data remains secure and is not accessed or disclosed without authorization and integrating cybersecurity into our risk monitoring and risk procedures. Privacy is a separate function, which ensures that the way data is processed is in line with applicable laws and meets Match Group's high standards. Our privacy and data security teams act as a joint center of excellence to support our brands' apps. You can find more information about our approach to data security, as well as privacy, in our Safety section ([Safety](#)).

PUBLIC ADVOCACY

We are proud technology pioneers and are continuously innovating and working closely with legislators and regulators across the globe to make the internet safer – from California's Dating Services Law to Vermont's and Arizona's fraud protection laws and Arizona's expanded Registered Sex Offender law. We have helped support national legislation – the bipartisan Protecting our Kids Act – that

has expanded the information provided to sex offender registries, making bad actors easier to identify and remove from platforms. We're also working to disrupt the app store monopolies to create a fair playing field for all app developers regardless of size and encourage a fit-for-purpose regulatory environment. Our overriding objective is to ensure that users are safe and protected and that technology companies have the right level of accountability.

TAXATION

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

POLITICAL CONTRIBUTIONS

Match Group does not make any federal political contributions in the United States.

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. If employees have any concerns about issues such as fraud or misrepresentation they can report them confidentially through our ReportIt hotline and web-based reporting service, available 24/7.

COMMUNITY

Generating impact through community connection

Without our communities, we couldn't thrive, so we work together to create positive change and enrich lives. From innovative community ideas by our individual brands to our group-wide initiatives, we are committed to leading on community involvement.



Community

Engaging our communities

Making the most meaningful connections – especially during a time of intense loneliness and physical distance – is fundamental to human happiness. We never underestimate our role in supporting the diverse communities of our brands around the world.

Community investment is inextricably linked to our purpose – helping people find a place to express their authentic selves and create connections with those who love them for who they are. While each Match Group brand has a distinct identity, we are joined by a common goal – to contribute to a better society.

\$5.8m

Employee and employer charitable donations and pro bono advertising space

170+

Students participating in Match Group Fellowship Program and other partnerships

OUR APPROACH

As a group, we are committed to leading on community involvement and impact through direct action. We empower all our Match Group colleagues to raise their hands and lead on issues that are important to them. In 2020, our people (matched by Match Group and its brands) donated \$2.8m to charitable causes. Our brands also provided advertising inventory pro bono at a value equivalent of approximately \$3m. From Pride marches, to local walks and a Global virtual walk supporting Best Buddies, to campaigning on BLM, Match 4 COVID, #BLKVoices, #StopAsianHate and taking part in fundraisers, we encourage active participation and give our people the freedom to be passionate in community support.

At a Group-wide level, we established a volunteering program in 2020 focusing on internships and mentoring for underrepresented communities via partnerships with selected NGOs. We measure success in terms of making meaningful changes in individual's lives and are building up our data measurement in this space. Our philanthropic donations over the past year have included project payments to our NGO partners and a \$5,000 stipend to participating interns.

CASE STUDY

Creating partnerships and impacting individuals

As a true pioneer, we are committed to help our global community advance toward a more harmonious, fair, and equitable society. "We know that while talent is equal, opportunities are not," says our CEO Shar Dubey. That's why we have launched a program that combines employment opportunities for historically underrepresented groups with training and volunteering opportunities for our people.

The Match Group Fellowship Program went live in 2020. Our aim is to do more than donate; we want to work with causes that allow us to bring our expertise, passion, and resources to the table. We have identified seven international NGOs that we truly feel match our mission, and support them financially. We are working with Correlation One on a Data Science For All program, which aims to open doors for professionals from Black & African-American, Latinx & Hispanic, LGBTQ+, veteran and other underrepresented groups. In 2020 and 2021, we will have sponsored 75 students, in addition to providing the opportunity to dozens

of our colleagues from across our company to play a leading role in working towards a more equitable data future.

In addition to Correlation One, through our other partners – Inroads, Code2040, Mozaik, Sodateage Net, Hassyadai, Wakamono-work, and Waffle – we have created close to 40 internship positions globally for the summer of 2021, providing competitive pay. Our colleagues volunteer as mentors to support interns as they develop their skills. In the summer of 2021, we are also sponsoring a virtual classroom of 60 girls through Girls Who Code, to equip them with the right skills for modern tech opportunities.

We are incredibly proud of our success so far – but this is only the beginning.



ENVIRONMENT

Connecting to the world around us

Creating meaningful connections is what drives us, and digital technology enables us to do that. We recognize that our company and our technologies contribute to climate change. Match Group is embarking on a mission to better understand our environmental impact and how we can reduce it to help create a more sustainable world.



Environment

Protecting the world around us

Society’s use of digital technology is growing as our digital and physical lives increasingly intertwine. We can’t ignore the environmental impacts that result from this fourth industrial revolution. The effects of climate change, from rising temperatures to extreme weather conditions and biodiversity loss, pose a threat to our company, our colleagues, our users – to us all.

As a pioneering technology company, we are committed to playing our role in mitigating climate change and minimizing our environmental impact. In doing so, we will seek to improve our operational efficiency and increase our business resilience through reduced risks and costs, and do our part to promote a more sustainable world.

OUR APPROACH

We consider our environmental impact as part of our approach to workplace experience, facilities and engineering, and asset and lease management.

We want our offices to be safe, feel welcoming to everyone, encourage healthy lifestyles and tread lightly on our planet. We have developed workplace experience best practices that we are rolling out across our locations in North America and Europe before expanding worldwide. We now include environmental considerations in that approach.

We are looking at reducing the environmental impact of the buildings we occupy. The first step is to measure our environmental impacts, but we recognize that our biggest impacts are the emissions from electricity used by our data centers, by our network and offices, and emissions from our business travel. Applying these insights to assess how we can best enhance our sustainability approach and optimize operations, we are confident that we can make much headway over the next few years.

As we return to some form of office-based working, we’ve been focused on creating safe and sustainable workplaces, particularly by considering WELL Building standards for office fit-outs. All our tenant build-outs are completed with energy-efficient LED fixtures; lights have motion sensors; HVAC heating and cooling are timed. Our New York and Los Angeles offices are currently under construction with environmental considerations included in the build-out process.

As a pioneer in digital technology, we appreciate the potential of our platform, touching millions of users, to help drive positive change. Our brands aim to use the power of their apps to raise environmental awareness and to drive positive behavior change in our communities.



CASE STUDY

Greening our LA office

The ‘green wall’ at our 8800 Sunset Boulevard location in Los Angeles is one of the most notable features in the West Hollywood area. This 40,000 plant wall creates a naturally shaded area around our offices and contributes to cleaner air and local biodiversity. As water is scarce in greater LA, we operate a built-in irrigation solution that captures and recycles rainwater so plants stay healthy and vibrant without burdening public water resources.

We’re not just green on the outside, we’re green inside too! Our LA office ‘Green Team’ leads the charge on environmental initiatives. From introducing composting in 2020, to working with colleagues to join the ‘Clean Air Coalition’ pledge and raising awareness around clean air, we are committed to zero waste to landfill in LA by 2022 and further reducing our impacts wherever we can.

Q&A with Matthieu Jacquier

‘Sustainability is part of our culture’

Matthieu Jacquier, CEO at Meetic, discusses the development of a new environmental approach for Meetic, focused on reducing carbon emissions.



Matthieu Jacquier

CEO, Meetic

Having worked at SFR, Matthieu was Digital Strategy Director at SNCF. He joined Meetic in 2017.

Q

Why are environmental concerns important for Meetic?

A

There’s an urgency around reducing our carbon footprint – our families, teams and users are demanding it. We’ve pledged to help create a more sustainable world, which is now a cornerstone of Meetic’s cultural values.

Q

How did you start to address your carbon emissions?

A

In 2019 we completed our first carbon assessment. Our annual carbon footprint is around 2,000 metric tons of CO₂e, mainly from powering apps, data centers and offices, and business travel. We set out to identify where we could achieve reductions, aiming for 10% yearly. We agreed that whatever we would not be able to further reduce, we would offset in a way that is meaningful for all of us in the office.

Q

What are your reduction initiatives?

A

Our carbon reduction objectives and business objectives are absolutely aligned. Take our biggest impact: the electricity consumption of our servers to run our apps and data. We worked with our tech teams to identify how we could develop application updates that were lighter and more efficient on code. That makes our service more stable but also saves space in our servers. More efficient data centers save us money and reduce our environmental impacts. Lighter apps are more reactive and friendly to use.

We are improving office management software and tools, consolidating offices, reducing commuting, and encouraging alternatives to air travel for business meetings. And for what we couldn’t avoid, we have now supported a tree re-planting initiative in a forest near our Paris offices. This is close to where the majority of our colleagues work and live, so we can see the tangible impact of our efforts.

“I joined Meetic with the belief that we can do something for our environment – we want to change things for the better.”

Q

How are you adapting your processes?

A

In 2020, we launched ISO 14001 to ensure environmental concerns are integrated into Meetic’s processes. ISO 14001 is internationally recognized as the leading environmental management system (EMS) standard, providing a systematic framework for integrating environmental management practices. It helps us maintain an environmental focus at all times.

[Read more](#)

About this report

This inaugural Impact Report includes all of Match Group, Inc.'s wholly-owned and majority-owned subsidiaries where direct operational control was exercised as of December 31, 2020. Any acquisitions since January 1, 2021 are not included and will be included in future reports only when direct operational control is exercised.

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 2020 calendar year. We completed our separation from IAC/InterActiveCorp in 2020, but do not include in this Report any information on historical IAC performance. Where appropriate for a fuller understanding, we've supplemented our performance with key performance elements after December 31, 2020.

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

[User Safety Center](#)
[Safety Framework](#)



Privacy

[Privacy Principles](#)
[User Privacy Center](#)



Governance

[Code of Conduct](#)
[Annual Report](#)
[Proxy Statement](#)
[Modern Slavery Statement](#)
[Anti-Fraud/Anti-Corruption Policy](#)
[UK Taxation Policies](#)



People

[Career Center](#)

Key performance table

Our performance

We measure our progress using these key performance indicators. It is our intention to expand the metrics in this table over time.

	METRIC	UNIT	2020
FINANCIAL	Revenues	USD\$	2.4 billion
	Adjusted EBITDA	USD\$	897 million
	Average number of subscribers	Subscribers	10.4 million
SAFETY	Investment in trust and safety	USD\$	89.6 million
	Trust and safety team	Number	375+
PEOPLE	Employee engagement (favorability)	Percentage	76%
	Gender diversity in workforce	Percentage	39% female
	Gender diversity in leadership	Percentage	39% female
	Gender diversity in tech teams	Percentage	22% female
	Ethnic diversity in workforce (US)	Percentage	38% non-white
	Ethnic diversity in leadership (US)	Percentage	28% non-white
	Ethnic diversity in tech teams (US)	Percentage	43% non-white
GOVERNANCE	Gender diversity of the Board	Percentage	45% female
	Independent members of the Board	Number	8 out of 11
COMMUNITY	Employer and employee donations and advertising space	USD\$	5.8 million
ENVIRONMENT	Grid electricity used	Percentage	100%

SASB Report

About this report

We have a responsibility to be more transparent and accountable about our financial and non-financial impacts. That's why we decided to publish this inaugural Impact Report. But for those readers that want to focus specifically on comparing our performance against our peers, we include this appendix.

This report includes all disclosures as defined by the Sustainability Accounting Standards Board (SASB) framework for 'technology and communications' industries. Our disclosures are based on the 2018-10 version of the Standard and, except where otherwise noted, we provide information for the 2020 calendar year.

This appendix is our first disclosure pursuant to the SASB framework, and as such, we expect it 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.

REPORTING STATUS:

- Fully reporting
- ◐ Partially reporting
- Not reporting

SASB CODE	ACTIVITY METRIC	2020 RESPONSE	REPORTING STATUS
TC-IM-000.A	Entity-defined measure of user activity	10.4 million average subscribers as defined on page 3 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.	○

SASB CODE	ACCOUNTING METRIC	2020 RESPONSE	REPORTING STATUS
ENVIRONMENTAL FOOTPRINT OF HARDWARE INFRASTRUCTURE			
TC-IM-130a.1	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	(1) Omitted as data collection is not wholly correlative with this metric. (2) 100% (3) Omitted as data collection is not wholly correlative with this metric.	◐
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	Omitted as data collection is not wholly correlative with these metrics.	○
TC-IM-130a.3	Discussion of the integration of environmental considerations into strategy planning for data center needs	We do not currently integrate environmental considerations into strategy planning for data center needs. We expect to develop an environmental strategy that would include this over the coming years.	◐

SASB Report continued

REPORTING STATUS:

- Fully reporting
- Partially reporting
- Not reporting

SASB CODE	ACCOUNTING METRIC	2020 RESPONSE	REPORTING STATUS
DATA PRIVACY, ADVERTISING STANDARDS & FREEDOM OF EXPRESSION			
TC-IM-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Our Privacy Principles are referenced in the 'Safety' section of our Impact Report on page 7. They can be read in full in the 'Trust & Safety' center on our website , which includes a fuller description of all our policies and practices related to user privacy. Omitted as immaterial because fewer than 3% of our revenues are derived from advertising.	<input type="radio"/>
TC-IM-220a.2	Number of users whose information is used for secondary purposes	Omitted as immaterial because fewer than 3% of our revenues are derived from advertising.	<input type="radio"/>
TC-IM-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	We paid a regulatory fine of EUR 50,000 in Belgium in 2020.	<input checked="" type="radio"/>
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. (1) (2) (3) As outlined in our Impact Report, we expect to publish a Transparency Report in 2022 which would include this data.	<input type="radio"/>
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, most notably the ban of Tinder by the Pakistani government for "immoral content". In some instances we have placed restrictions on our services in order to comply with U.S. sanctions laws.	<input checked="" type="radio"/>
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. (1) (2) As outlined in our Impact Report, we expect to publish a Transparency Report in 2022 which would include this data.	<input type="radio"/>

SASB Report continued

REPORTING STATUS:

- Fully reporting
- Partially reporting
- Not reporting

SASB CODE	ACCOUNTING METRIC	2020 RESPONSE	REPORTING STATUS
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	<input checked="" type="radio"/>
TC-IM-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Our approach to identifying and addressing data security risks is outlined briefly in the 'Safety' (page 7) and 'Governance' (page 14) sections of our Impact Report. In addition, we conduct an Annual Risk Assessment with business stakeholders to discuss high level cybersecurity risks; develop an Annual Security Scorecard on a per brand level based on NIST Cybersecurity standards; and maintain on-going regular communication with business and brand leaders to identify and assess risk, including third-party vendor related risks.	<input checked="" type="radio"/>

SASB Report continued

REPORTING STATUS:

- Fully reporting
- Partially reporting
- Not reporting

SASB CODE	ACCOUNTING METRIC	2020 RESPONSE	REPORTING STATUS
EMPLOYEE RECRUITMENT, INCLUSION & PERFORMANCE			
TC-IM-330a.1	Percentage of employees that are foreign nationals	15% of our U.S. employees on December 31, 2021 were foreign nationals.	<input checked="" type="radio"/>
TC-IM-330a.2	Employee engagement as a percentage	In July 2020, we had an employee engagement favorability score of 76%. Our pulse survey in November 2020 indicated engagement of 78%.	<input checked="" type="radio"/>
TC-IM-330a.3	Percentage of gender and racial/ethnic group representation for: (1) Management (2) Technical staff (3) All other employees	<p>Gender diversity at Match Group (worldwide)</p> <p>(1) 39% female / 60% male / 0% not provided (2) 22% female / 78% male / 0% not provided (3) 39% female / 61% male / 1% not provided</p> <p>Ethnic diversity at Match Group (U.S. only)</p> <p>(1) 28% non-white / 60% white / 12% other (2) 43% non-white / 43% white / 14% other (3) 38% non-white / 49% white / 13% other</p>	<input checked="" type="radio"/>
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 2020.	<input checked="" type="radio"/>

Disclaimer

FORWARD LOOKING STATEMENTS AND 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 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, 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 dating services, our ability to attract users to our dating services through cost-effective marketing and related efforts, foreign currency exchange rate fluctuations, our ability to distribute our dating 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 COVID-19 coronavirus, the risks inherent in separating Match Group from IAC, including uncertainties related to, among other things, the expected benefits of the separation, any litigation arising out of or relating to the transaction, the tax treatment of the separation on the businesses of Match Group, and risks relating to the acquisition of Hyperconnect, including uncertainties related to, among other things, the costs and expected benefits of the transaction, the expected timing of the transaction or whether it will be

completed, whether the conditions to the transaction can be satisfied or any event, change or other circumstance occurs that could give rise to the termination of the transaction (including the failure to receive any required regulatory approvals), any litigation arising out of or relating to the transaction, and the impact of the transaction on the business of Match Group. 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.

NON-GAAP FINANCIAL MEASURE

This Impact Report includes Adjusted EBITDA, which is a non-GAAP financial measure. Adjusted EBITDA 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 below for a reconciliation of Adjusted EBITDA to Operating Income.

TRADEMARKS

MATCH GROUP, the MG Logo, and the MG Blue-Gradient Thread are trademarks of Match Group, LLC. All other trademarks are property of their respective owners.

Year Ended December 31, 2020

(\$Ms)

Net Earnings attributable to Match Group, Inc. shareholders	\$128,561
Net earnings attributable to redeemable noncontrolling interests	\$59,280
Loss from discontinued operations, net of tax	\$366,070
Income tax provision	\$32,874
Other income, net	\$(15,861)
Interest expense	\$174,791
Operating Income	\$745,715
Stock-based compensation expense	\$102,268
Depreciation	\$41,271
Amortization of intangibles	\$7,525
Adjusted EBITDA	\$896,779

Impact Report 2021

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