



Virtual Investor Presentation

2024



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Cautionary Note Regarding Forward-Looking Statements / Regulation G

This presentation contains a number of forward-looking statements, which are statements that relate to the future and are, by their nature, uncertain. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts and include statements regarding Mattel's guidance and goals for future periods and other future events. The use of words such as "anticipates," "expects," "intends," "plans," "projects," "looks forward," "confident that," "believes," and "targeted," among others, generally identify forward-looking statements. These forward-looking statements are based on currently available operating, financial, economic, and other information and assumptions, and are subject to a number of significant risks and uncertainties. A variety of factors, many of which are beyond Mattel's control, could cause actual future results to differ materially from those projected in the forward-looking statements. Specific factors that might cause such a difference include, but are not limited to: (i) Mattel's ability to design, develop, produce, manufacture, source, ship, and distribute products on a timely and cost-effective basis; (ii) sufficient interest in and demand for the products and entertainment Mattel offers by retail customers and consumers to profitably recover Mattel's costs; (iii) downturns in economic conditions affecting Mattel's markets which can negatively impact retail customers and consumers, and which can result in lower employment levels and lower consumer disposable income and spending, including lower spending on purchases of Mattel's products; (iv) other factors which can lower discretionary consumer spending, such as higher costs for fuel and food, drops in the value of homes or other consumer assets, and high levels of consumer debt; (v) potential difficulties or delays Mattel may experience in implementing cost savings and efficiency enhancing initiatives; (vi) other economic and public health conditions or regulatory changes in the markets in which Mattel and its customers and suppliers operate, which could create delays or increase Mattel's costs, such as higher commodity prices, labor costs or transportation costs, or outbreaks of disease; (vii) the effect of inflation on Mattel's business, including cost inflation in supply chain inputs and increased labor costs, as well as pricing actions taken in an effort to mitigate the effects of inflation; (viii) currency fluctuations, including movements in foreign exchange rates, which can lower Mattel's net revenues and earnings, and significantly impact Mattel's costs; (ix) the concentration of Mattel's customers, potentially increasing the negative impact to Mattel of difficulties experienced by any of Mattel's customers, such as bankruptcies or liquidations or a general lack of success, or changes in their purchasing or selling patterns; (x) the inventory policies of Mattel's retail customers, as well as the concentration of Mattel's revenues in the second half of the year, which coupled with reliance by retailers on quick response inventory management techniques, increases the risk of underproduction, overproduction, and shipping delays; (xi) legal, reputational, and financial risks related to security breaches or cyberattacks; (xii) work disruptions, including as a result of supply chain disruption such as plant or port closures, which may impact Mattel's ability to manufacture or deliver product in a timely and cost-effective manner; (xiii) the impact of competition on revenues, margins, and other aspects of Mattel's business, including the ability to offer products that consumers choose to buy instead of competitive products, the ability to secure, maintain, and renew popular licenses from licensors of entertainment properties, and the ability to attract and retain talented employees and adapt to evolving workplace models; (xiv) the risk of product recalls or product liability suits and costs associated with product safety regulations; (xv) changes in laws or regulations in the United States and/or in other major markets, such as China, in which Mattel operates, including, without limitation, with respect to taxes, tariffs, trade policies, product safety, or sustainability, which may increase Mattel's product costs and other costs of doing business, and reduce Mattel's earnings and liquidity; (xvi) business disruptions or other unforeseen impacts due to economic instability, political instability, civil unrest, armed hostilities (including the impact of the war in Ukraine and geopolitical developments in the Middle East), natural and man-made disasters, pandemics or other public health crises, or other catastrophic events; (xvii) failure to realize the planned benefits from any investments or acquisitions made by Mattel; (xviii) the impact of other market conditions or third-party actions or approvals, including those that result in any significant failure, inadequacy, or interruption from vendors or outsourcers, which could reduce demand for Mattel's products, delay or increase the cost of implementation of Mattel's programs, or alter Mattel's actions and reduce actual results; (xix) changes in financing markets or the inability of Mattel to obtain financing on attractive terms; (xx) the impact of litigation, arbitration, or regulatory decisions or settlement actions; (xxi) Mattel's ability to navigate regulatory frameworks in connection with new areas of investment, product development, or other business activities, such as artificial intelligence, non-fungible tokens, and cryptocurrency; (xxii) an inability to remediate the material weakness in our internal control over financial reporting, or additional material weaknesses or other deficiencies in the future or the failure to maintain an effective system of internal control; and (xxiii) other risks and uncertainties as may be described in Mattel's filings with the Securities and Exchange Commission, including the "Risk Factors" section of Mattel's Annual Report on Form 10-K for the fiscal year ended December 31, 2022 and subsequent periodic filings, as well as in Mattel's other public statements. Mattel does not update forward-looking statements and expressly disclaims any obligation to do so, except as required by law.

To supplement our financial results presented in accordance with generally accepted accounting principles in the United States ("GAAP"), Mattel presents certain non-GAAP financial measures within the meaning of Regulation G promulgated by the Securities and Exchange Commission. The non-GAAP financial measures that Mattel uses in this presentation may include Adjusted Gross Profit, Adjusted Gross Margin, Adjusted Other Selling and Administrative Expenses, Adjusted Operating Income (Loss), Adjusted Operating Income (Loss) Margin, Adjusted Earnings (Loss) Per Share, earnings before interest expense, taxes, depreciation and amortization ("EBITDA"), Adjusted EBITDA, Free Cash Flow, Free Cash Flow Conversion (Free Cash Flow/Adjusted EBITDA), Net Debt, Adjusted Tax Rate, and constant currency. Mattel uses these measures to analyze its continuing operations and to monitor, assess and identify meaningful trends in its operating and financial performance, and each is discussed below. Mattel believes that the disclosure of non-GAAP financial measures provides useful supplemental information to investors to be able to better evaluate ongoing business performance and certain components of Mattel's results. These measures are not, and should not be viewed as, substitutes for GAAP financial measures and may not be comparable to similarly-titled measures used by other companies. Reconciliations of the non-GAAP financial measures to the most directly comparable GAAP financial measures are attached to this presentation as an appendix. In addition, Mattel presents changes in gross billings, a key performance indicator, as a metric for comparing its aggregate, categorical, brand, and geographic results to highlight significant trends in Mattel's business. Changes in gross billings are discussed because, while Mattel records the details of sales adjustments in its financial accounting systems at the time of sale, such sales adjustments are generally not associated with categories, brands, and individual products.

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STEVE TOTZKE
President and Chief Commercial Officer

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Content Media Influencers

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Content Media Influencers + Merchandising Collaborations

6



**Content
Media
Influencers**



**Merchandising
Collaborations**



Demand

7



**Well-
Designed**

**Well-
Timed**

**Well-
Stocked
Displays**

8

Products Sold in
~500,000
Stores Worldwide

Omnichannel
Retail Experiences

Source: Mattel Internal Analysis

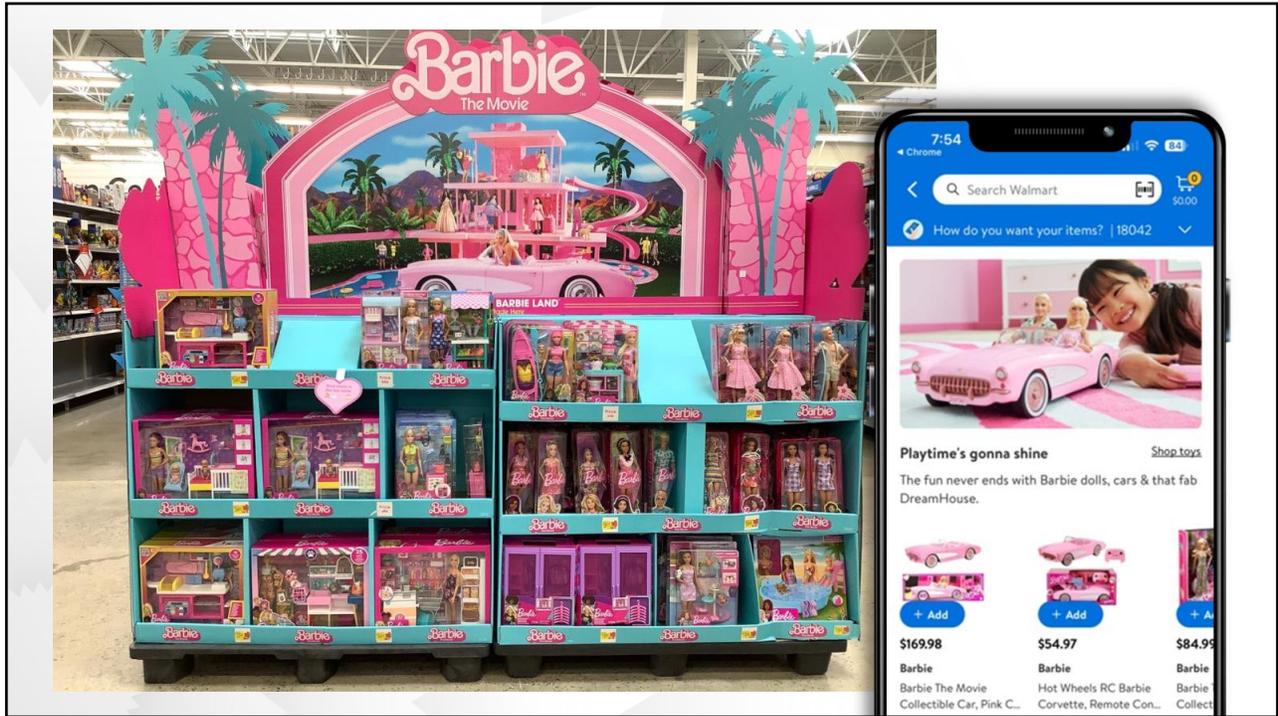
9

Walmart

Barbie
The Movie

WELCOME TO BARBIE LAND™
Dreams Made Here

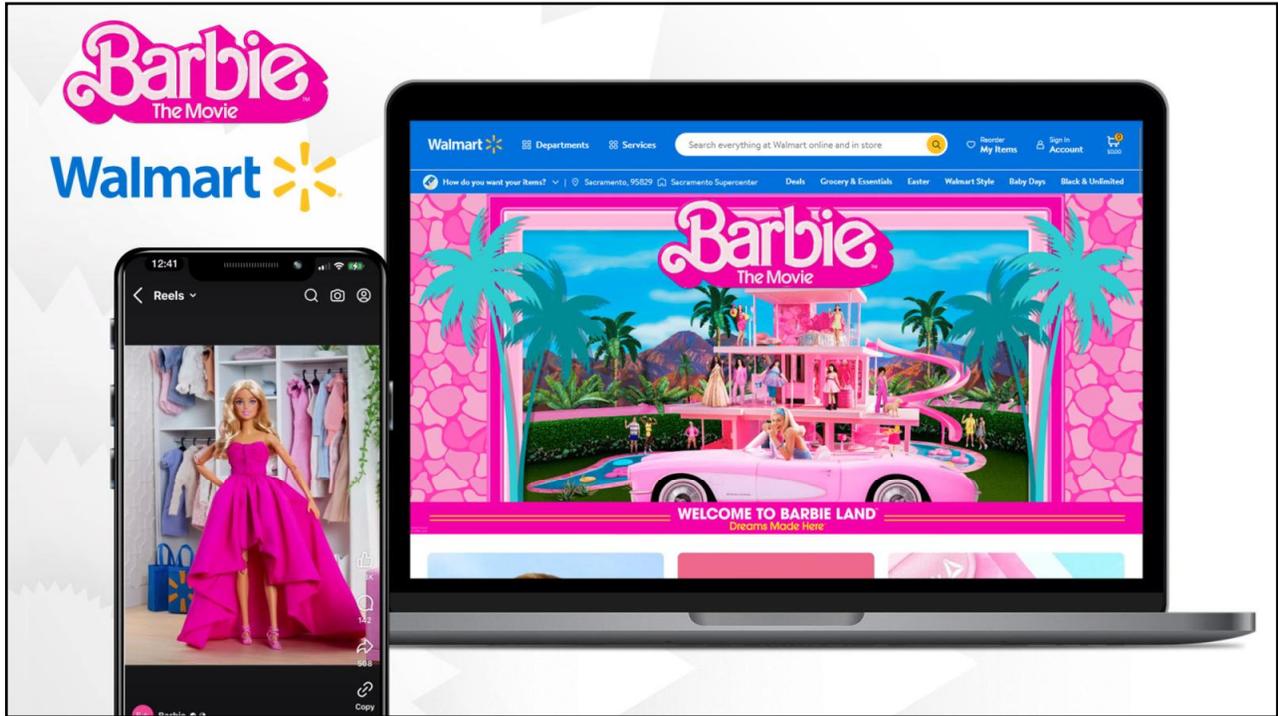
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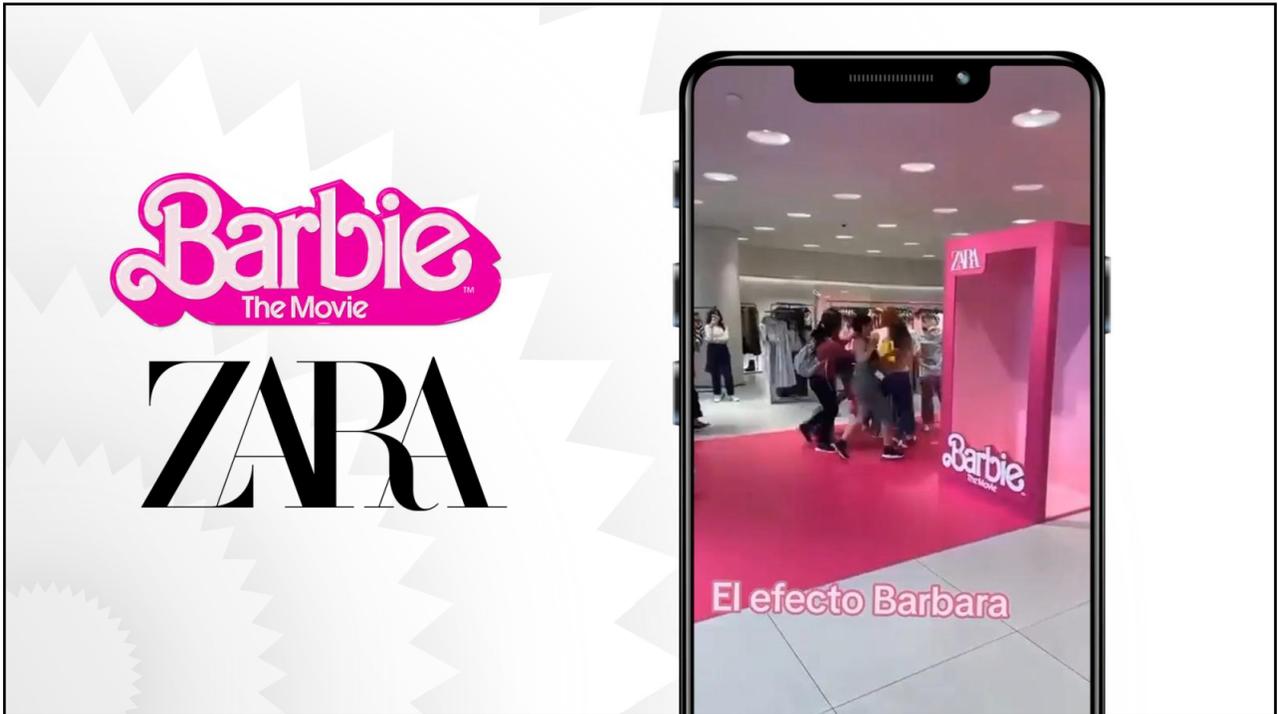
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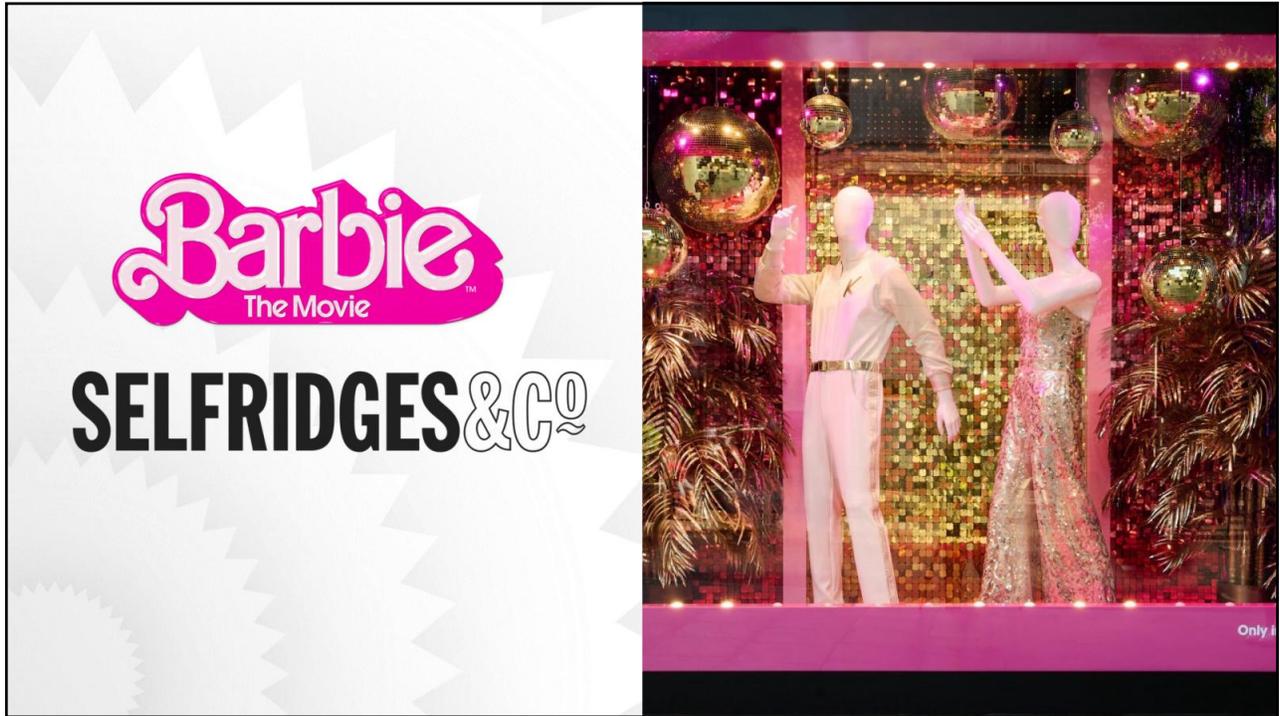
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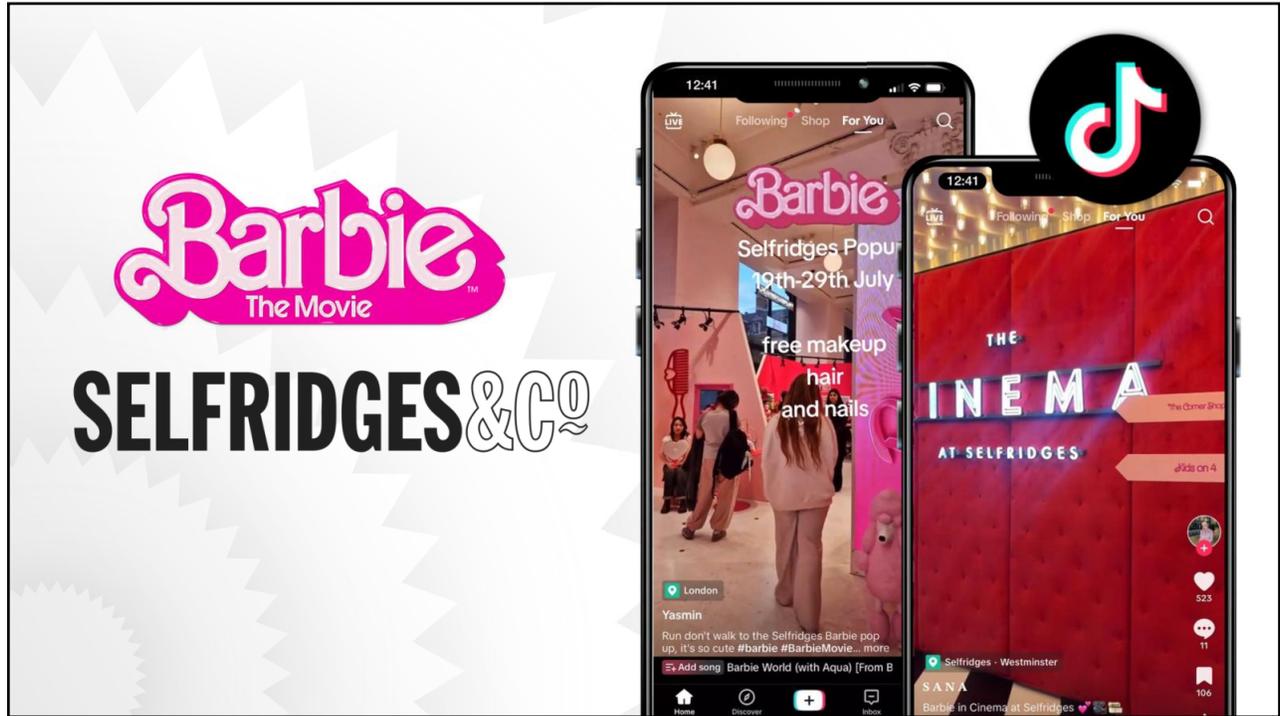
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19



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21



22



23



24



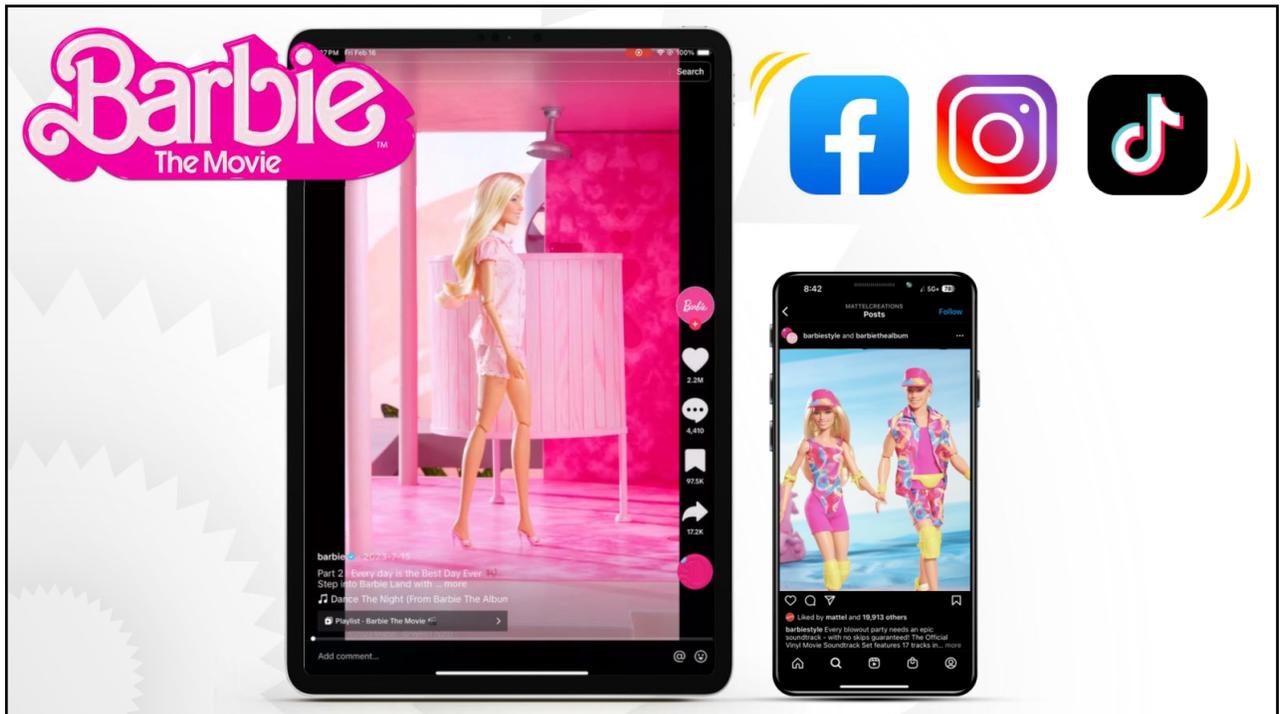
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26



27



28



29

~5,000
Influencer Activations

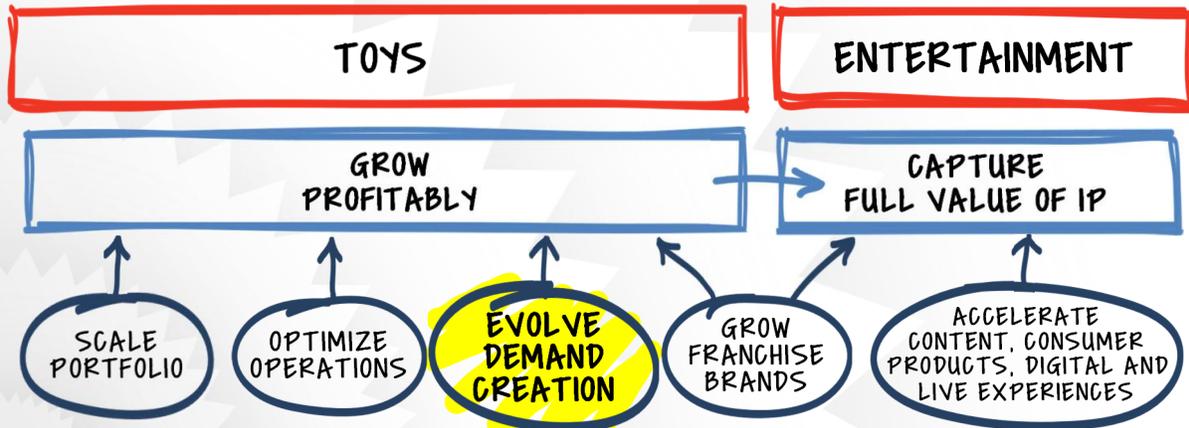
200M
Cumulative Social Followers

Source: Influencer Backend Analytics, Creator IQ, Influential and Publicis 2023 Dashboards, Tubular, Cumulative Platform (TikTok, Instagram, YouTube) influencer campaign 2023 reports, WB Influencer Reports, Barbie Licensed Partner Influencer Reports.

30

Strategic Roadmap

Grow IP-Driven Toy Business and Expand Entertainment Offering



31



33

**We do not
Intend
to Follow**

An illustration of a young girl with long, curly blonde hair, wearing a white space suit with blue and pink accents. She is holding a pink, glowing orb. The background is white with several grey, jagged star shapes and small pink and grey sparkles.

34

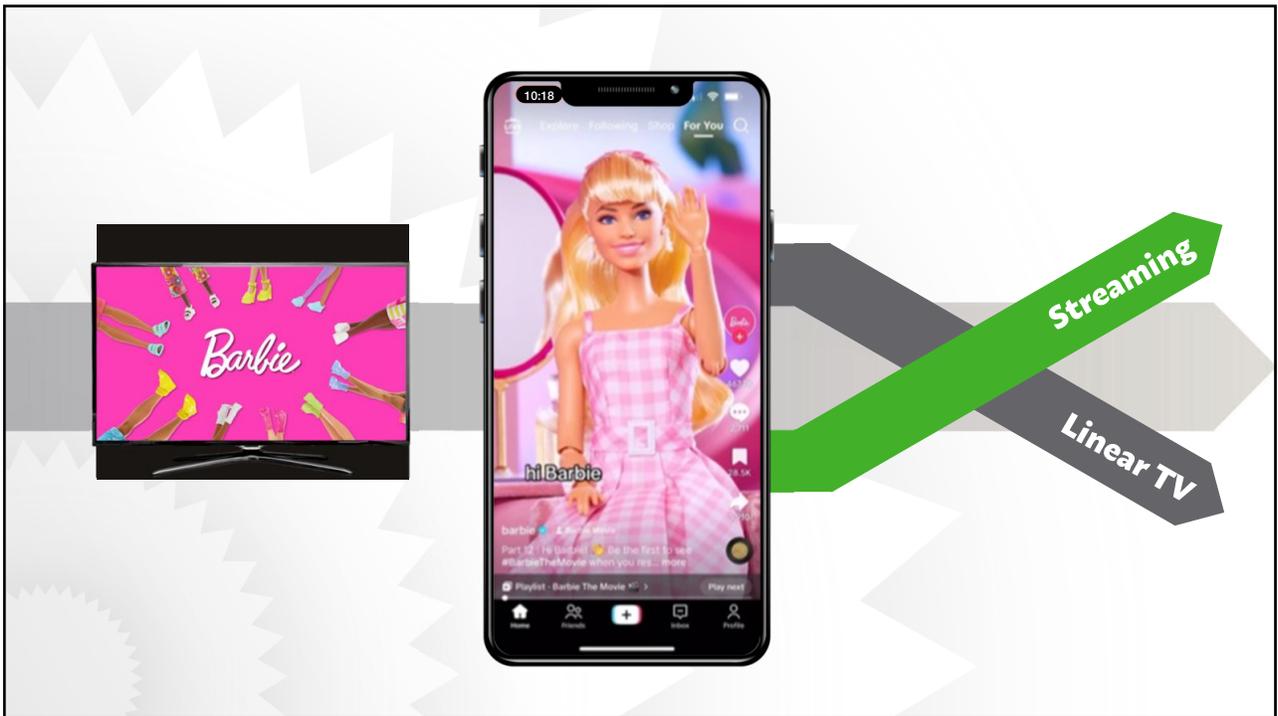
**We
Intend
to Lead**

An illustration of a young girl with long, curly blonde hair, wearing a white space suit with blue and pink accents. She is holding a pink, glowing orb. The background is white with several grey, jagged star shapes and small pink and grey sparkles.

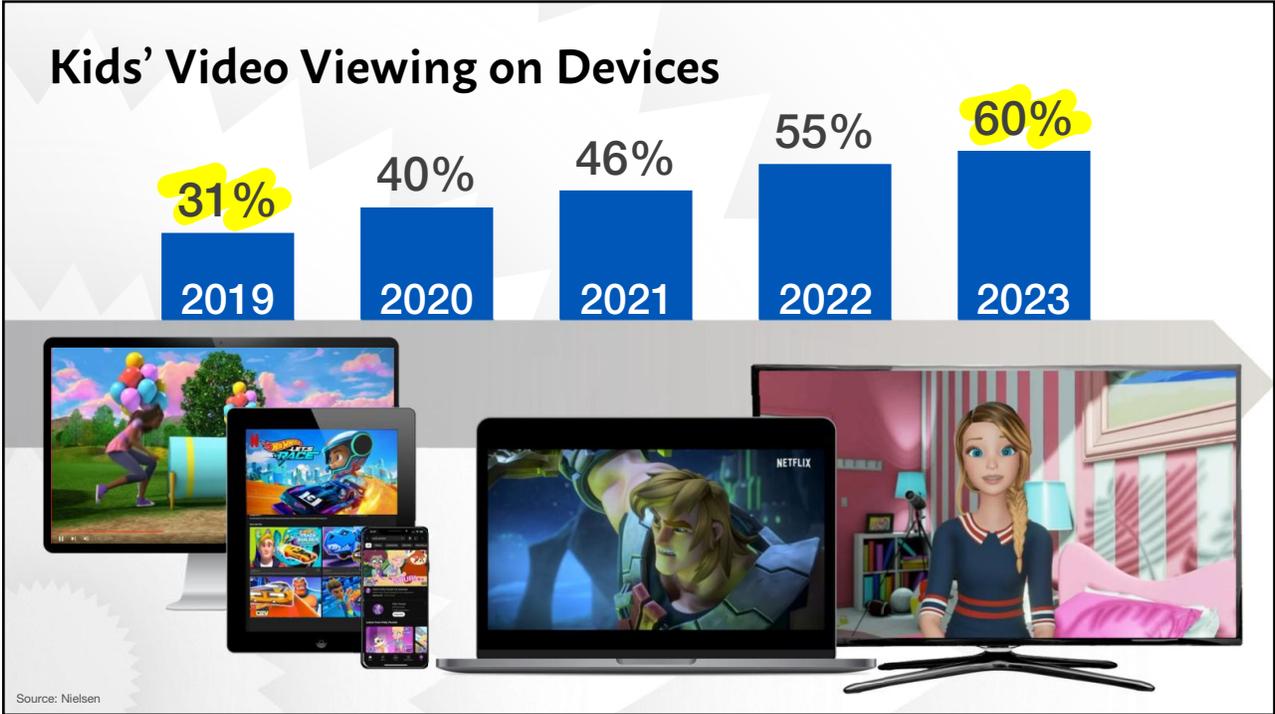
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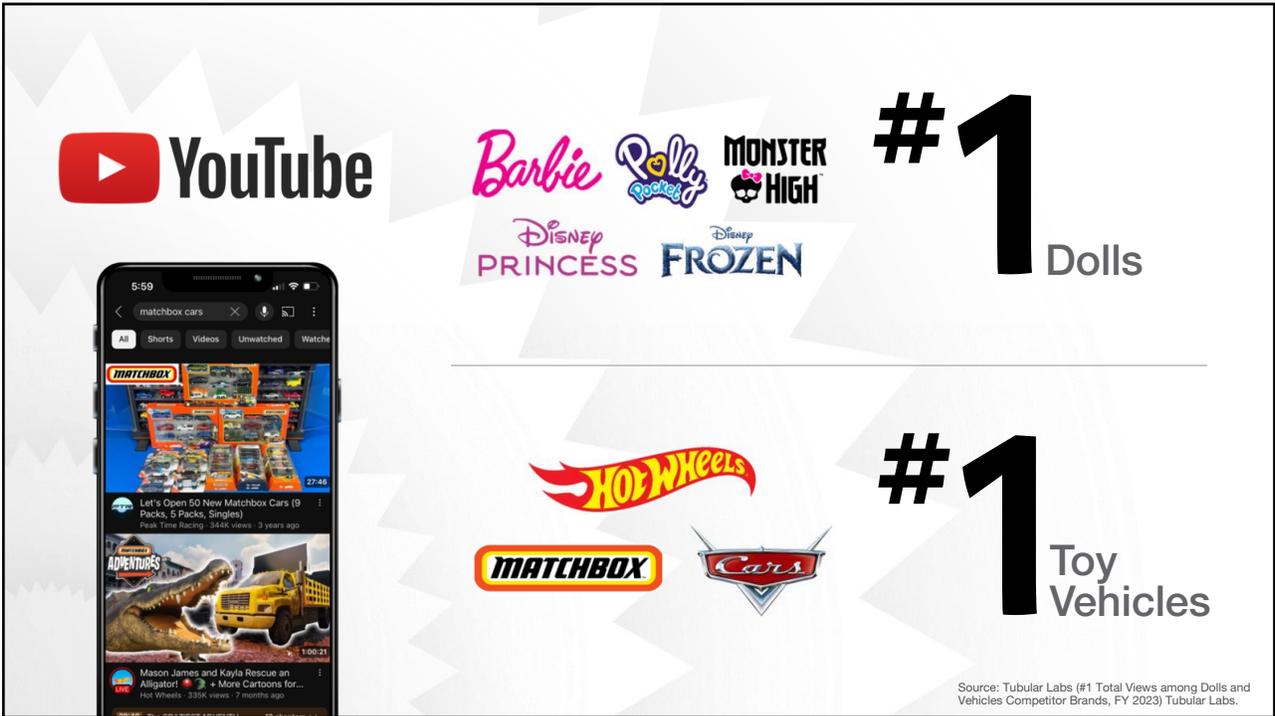
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40

Influencer Marketing

Connect with Pop Culture
Amplify Fan Engagement
Broaden Appeal

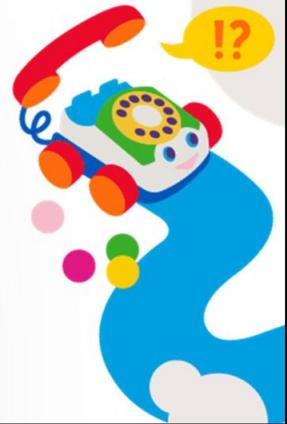


The illustration shows a blue Hot Wheels car with yellow and orange flames coming out of its exhaust pipe. The car is positioned on a colorful, swirling path that leads to a large, stylized orange number '0'. The background is white with a grey geometric pattern.

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Integrated Marketing Communications

- Research Societal Trends
- Develop Consumer Insights
- Create Media Assets
- Manage Digital Content and Media
- Maximize Our Social Channels



42



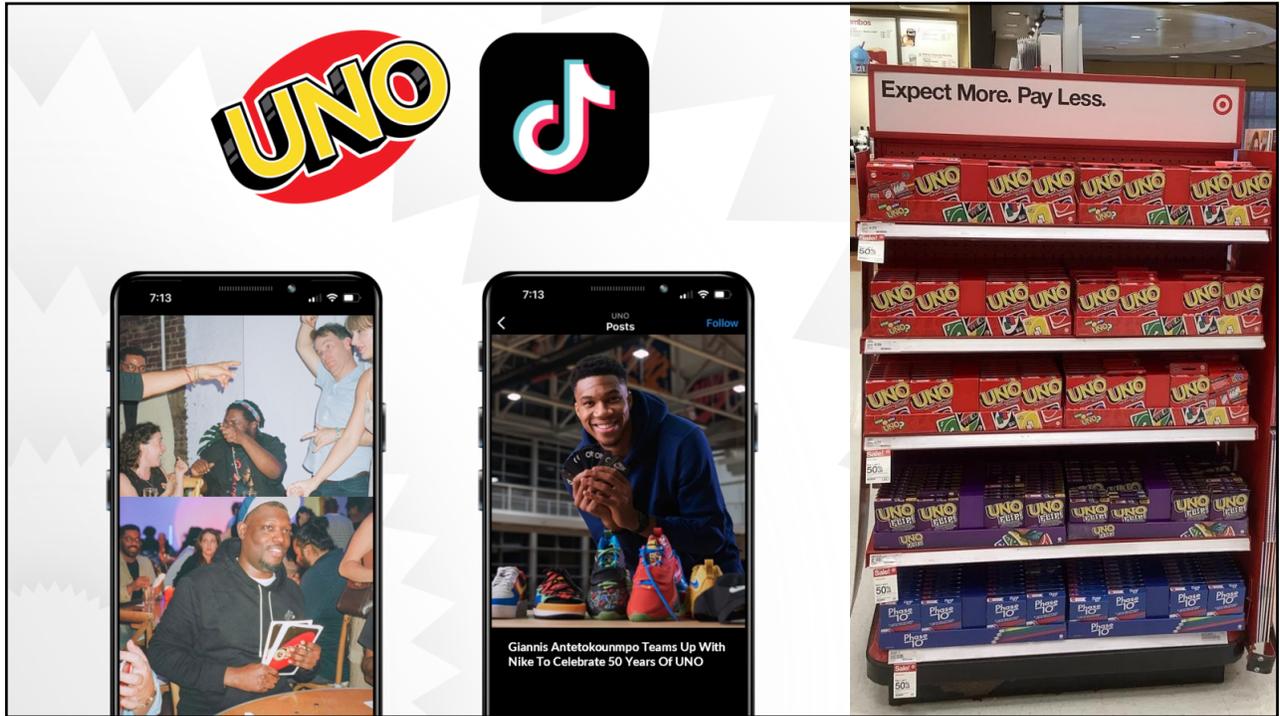
AdAge
The Top 5
Brand TikToks

1M+
Followers

100M+
Views in 2023

Source: "The Top 5 Brand TikToks You Need To Know About Right Now", AdAge (August 10, 2024); followers and views on TikTok.

43



44

The image features the Monster High logo on the left. In the center are icons for TikTok, Instagram, and YouTube. To the right, large text displays social media performance metrics: "~1,000 Social Posts", "72M Views", and "224M Impressions". Below the icons are two smartphone screens. The left screen shows a woman with a Monster High character overlay, and the right screen shows a Monster High doll holding a drink.

Source: Creator IQ, Influencer backend analytics for YouTube, TikTok and Instagram APIs, Tubular, and media agency reports.

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Omnichannel Retail Marketing Team

Manages Promotional Collaborations

Drives Returns on Investments

Maximizes Features, Customer Media and Events



46

77%

Households

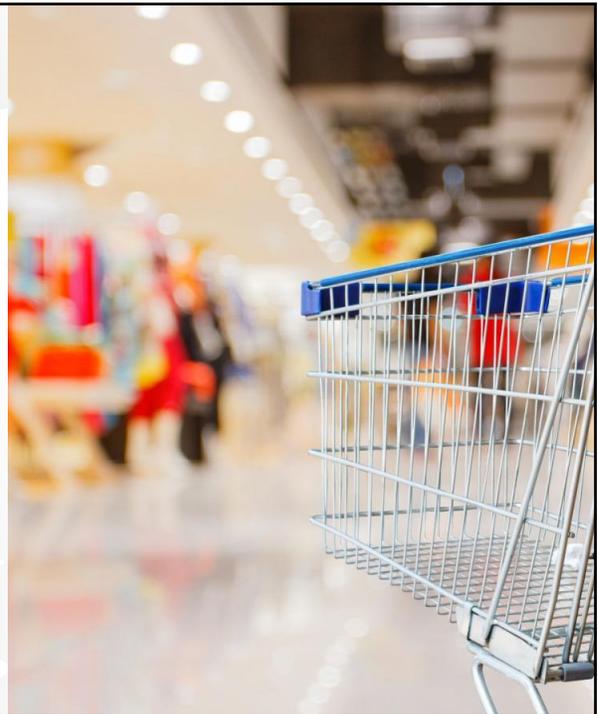
Shop Our Top 3 Retailers Once a Week

96%

Households

Shop Our Top 3 Retailers Once a Month

Source: Based on Numerator US receipt data.



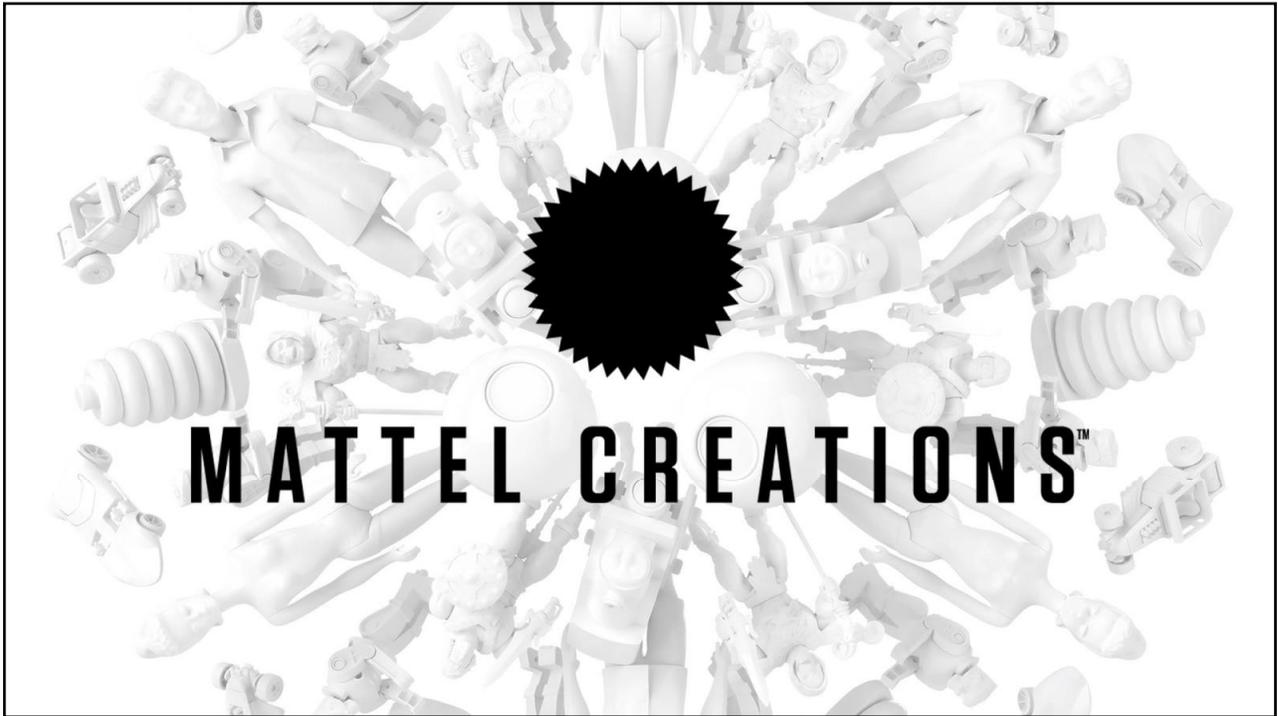
47



48



49



50



51



MATTEL CREATIONS'
MONSTER HIGH
COLLECTORS



\$150

52

MATTEL CREATIONS'
RED LINE
CLUB



DANIEL ARSHAM

\$70

53

MATTTEL CREATIONS' **MOTU** COLLECTORS

Crowdfunding
Masters of the Universe
Origins Eternia Playset
\$550.00
9,291 Backers Target: 5,000
Funding Completed 185%

\$550

54

MATTTEL CREATIONS' **Barbie** The Movie

2:52
creations.mattel.com
MATTTEL CREATIONS Sign In
EVERYBODY'S WATCHING
Dolls from Barbie the Movie

Ken Ken

55



MATTTEL CREATIONS[®]

Barbie
The Movie

2:32 MATTTEL CREATIONS Sign In

Home / Shop / Funboy



Funboy
Barbie™ The Movie x FUNBOY
Iconic B Inflatable Pool Float
\$59.00

Billie Eilish



BILLIE EILISH: CAPSULE

We're swooning over this latest collaboration. Shop the Billie Eilish Barbie collection, available now in Barbie's official store.

Shop Billie Eilish

IPANEMA: BARBIE SANDALS

Check out this amazing collection of trendy flip-flops and cool flat sandals, inspired by the year's most fashionable movie.

Shop Ipanema



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MATTTEL CREATIONS[®]

Barbie
The Movie

10:18 Explore Following Shop For You



Part 1. This one goes out to the man behind the lan, the one who sho... more

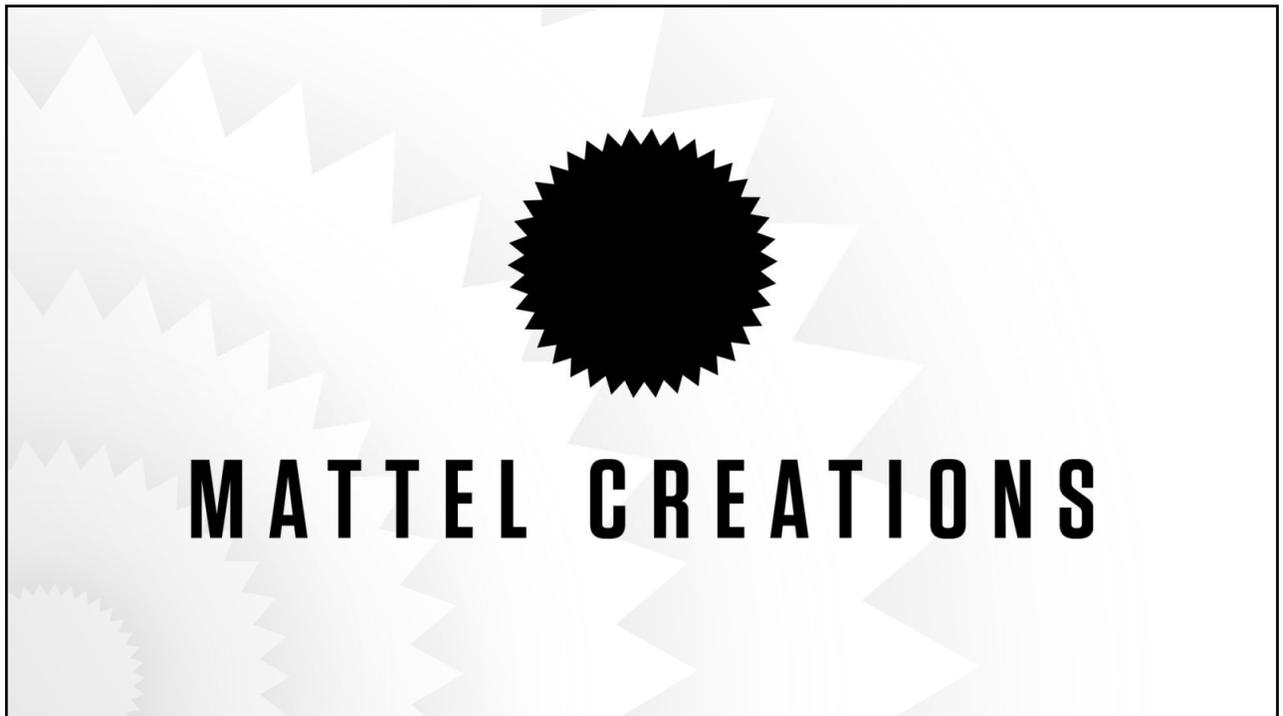


\$60

57



58



59