Mattel Ecosystem

Mattel, Inc.
333 Continental Boulevard
El Segundo, CA 90245-5012
Phone: 310-252-2000 www.mattel.com

Outside Relationships

Regulators | *Capital* | *Suppliers* | *Customers*

- Public Debt Holders
- Bank of America and Syndicate of Commercial Banks
- Trading Counterparties (e.g., Commercial Banks)
- Patent and Trademark Agencies
- Entertainment and IP Partners: Warner Brothers; DreamWorks Animation; YouTube; Disney Pixar; NBCUniversal; WWE; Microsoft; Viacom; Netflix; Nickelodeon
- Shippers
- Selected Raw Materials Supplies: DuPont de Nemours (Plastics and Rubber); LyondellBasell Industries (Chemicals); Danaher (Maintenance, Repair and Operating Supplies); Graphic Packaging (Paper, Packaging Supplies and Containers); Newell Brands (Plastics); PPG Industries (Paint and Chemicals); Plastec Technologies (Plastics); Packaging Corp. of America (Packaging Materials)
- US and Foreign Regulators: Consumer Product Safety Commission; Food and Drug Administration; Federal Communi-cations Commission; Federal Trade Commission; Customs Authorities; Consumer Product Safety; Hazardous Substances; Flammable Fabrics; Food, Drug and Cosmetics; Children's Online Privacy Protection; European Data Protection; Children's Television

Bond Financing
Working Capital Financing
Foreign Currency Derivatives
Trademark, Copyright and Patent Registrations
Licenses to Use Trademarks, Characters or Inventions of Entertainment Companies or Mattel in the Other's Products and Services
Product Safety, Trade and Privacy Regulation
Transport/Freight Services
Raw Materials Supplies

Mattel, Inc. (Delaware Corporation)

Debt Structure

Debt ($2.9B @ 12/31/19) — **Credit Ratings: Fitch (B-), Moody's (B1) and S&P (BB-)**

- 2022 Variable Rate Senior Secured Revolving Credit Facility ($1.6 Billion)
- $250M 4.35% Senior Notes due 2020 & 6.20% Senior Notes due 2040
- 2041 5.45% Senior Notes ($300M)
- 2023 3.15% Senior Notes ($250M)
- 2025 6.75% Senior Notes ($1,500M)
- 2027 5.875% Senior Notes ($600M)

Equity Structure

Equity

- Common Stock (1.0 Billion Shares Authorized)
- Preferred Stock (3.0 Million Shares Authorized)
- 2003 Common Share Repurchase Program ($500 Million Authorized)
- Preference Stock (20.0 Million Shares Authorized)

Governance

Board of Directors

Ynon Kreiz (Chair)	Vasant Prabhu (A, E, F)	Committees: Audit (A), Compensation (C), Executive (E), Finance (F), Governance and Social Responsibility (G)
Todd Bradley (A, C)	Soren Laursen (F, G)	
Adriana Cisneros (G)	Ann Lewnes (E, G)	
Michael Dolan (C, E, G)	Roger Lynch (A, F)	
Dr. Judy Olian (C, G)	Dominic Ng (A, E, F)	

Management Team

- Ynon Kreiz, CEO
- Anthony DiSilvestro, CFO
- Richard Dickson, President and COO
- Robert Normile, EVP, Chief Legal Officer and Corporate Secretary
- Amanda Thompson, EVP & Chief People Officer
- Roberto Isaias, EVP and Chief Supply Chain Officer
- Sven Gerjets, EVP & Chief Technology Officer
- Steve Totzke, EVP & Chief Commercial Officer

Corporate Matters

Operations
- Brand & Innovation Strategy
- Brand Design & Development
- Marketing
- Global Operations
- Franchise Management
- Global Brand Licensing
- Content Creation & Distribution
- Live Events
- Digital Gaming

People
- Compensation & Benefits
- Diversity & Inclusion
- Employee Culture & Engagement
- Leadership Development
- Organizational Design & Development
- Talent Management
- Corporate Philanthropy

Commercial
- Execution
- Sales & Merchandizing Strategy
- Marketing Insights & Analytics
- Wholesaler, Distributor and Retailer Relations

Supply Chain
- Engineering
- Logistics & Planning
- Manufacturing
- Procurement
- Safety & Quality

Finance and Accounting
- Brand Finance
- Commercial Finance
- FP&A
- Global Insights & Analytics
- Global Shared Services
- Global Strategic Planning
- Internal Audit
- Investor Relations
- M&A
- Tax
- Treasury

Legal
- Corporate Governance
- Securities Compliance
- Intellectual Property
- Litigation
- Privacy
- Government Affairs

Films
- Development of Brands as Cinematic Experiences
- Movie, TV, Digital Content, and Other Media Production

Technology
- Shared Technology Platforms
- Software & Hardware Development
- Connected Product Design
- Data Security & Privacy
- Technology Innovation

Strategy
- Business Development
- Structural Simplification
- Capital Light Program

Operations

North America
(2019 Revenue = $2.432 B)

REGIONS: Canada; United States

Facilities

Headquarters	Leased Warehouses & Distribution Facilities	Owned or Leased Manufacturing Facilities	Leased Offices
MATTEL El Segundo, CA (Corporate HQ and Other Facilities)	California	Montreal, Quebec (Brand Support and Manufacturing Functions)	Arkansas
FISHER PRICE East Aurora, NY (North America, Brand and Corporate Support)	Pennsylvania		California
	Texas		Minnesota
			New York

Product Categories

Dolls	Infant, Toddler and Preschool	Vehicles	Action Figures, Building Sets and Games
Barbie	Fisher-Price	Hot Wheels	Minions
Polly Pockets	Thomas & Friends	Matchbox	Minecraft Earth
Enchantimals	Power Wheels	CARS (Disney Pixar)	Toy Story 4 (Disney Pixar)
	Shimmer and Shine (Nickelodeon)	Fast & Furious 9 (NBCUniversal)	Jurassic World (NBCUniversal)
	Fireman Sam		MEGA
			UNO

International
(2019 Revenue = $2.363 B)

REGIONS: Europe, Middle East and Africa (including Russia and Turkey) (EMEA); Latin America; Asia Pacific

Facilities

Manufacturing Facilities	Key Warehouses and Offices (30+ Countries)		
Canada	Canada	Hong Kong	Italy
China (Leased)	China	India	UK
Indonesia	France	Mexico	
Malaysia	Germany	Netherlands	
Thailand			

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			UNO

American Girl
(2019 Revenue = $0.268B)

REGIONS: Canada; United States

Facilities

American Girl Place Stores (Leased)	Warehouse and Distribution Facilities
Chicago	Middleton, WI (HQ, Warehouse and Distribution)
Los Angeles	DeForest, WI (Distribution)
New York City	Wilmot, WI (Distribution)
10+ Cities in the USA	

Manufacturing Facility: China

Product Categories

Dolls	Books
Truly Me	Fiction
Bitty Baby	Non-Fiction
WellieWishers	

Brands: HOT WHEELS; fisher-price; Barbie; MASTERS OF THE UNIVERSE CLASSICS; UNO; THOMAS & FRIENDS; American Girl

Leases of Office Buildings, Retail Stores, Warehouses and Other Facilities → Real Estate Owners

Licenses to Use Trademarks and Other Property Rights in the Sale of Licensees' Products / **Non-Core Toy Product Sales** ↔ Third Party Finished Goods Manufacturers

Outside Relationships

Customers | *Suppliers* | *Capital* | *Regulators*

- **Securities Regulation and NASDAQ Listing Rules** ← Securities Regulators: US Securities and Exchange Commission; NASDAQ Global Select Market
- **Common Stock Repurchases** / **Equity Capital** ↔ Significant Shareholders: PRIMECAP Management Company (14.0%); EdgePoint Investment Group (13.4%); Vanguard Group (9.1%); Southeastern Asset Management (8.4%); BlackRock Fund Advisors (8.3%); Dodge & Cox (6.0%); Ariel Investments (5.1%); Institutional Ownership: 100%
- **Professional Services** ← PwC (Audit Services), Outside Counsel, & Consultants
- **Workers' Compensation, General, Automobile, Product Liability and Property Insurance** ← Far West Insurance Company (Captive Mattel Insurer) → Reinsurance: Various Insurance Companies
- **IT Hardware Sales and Software Licenses** ← IT Vendors
- **Wholesale Toy Sales** → Customers: Walmart; Target; Freestanding Toy Stores; Department Stores; Specialty Boutiques; Wholesalers; Distributors; Online Merchants
- Retail Toy Sales → End Use Toy Consumers

Key Company Data (at 12/31/19)

Per Share Information
- Ticker Symbols: MAT
- Share Price: $12.92 (10/22/2020)
- Earnings Per Share: ($0.62)
- Annual Dividend: $0
- Market Cap: $4.9B (10/22/20)

Resources
- 32,000 Employees
- Operations in 40 Countries
- Direct Sales To Retailers And Wholesalers, Small Retail Outlets, Free-Standing Toy Stores, and Distributors and Agents as Primary Sales Channels
- Significant Customers Walmart: $1.01B Target: $0.44B (Both Comprise 34% of Total Sales)

Financial Highlights
- Total Revenues: $4.5B
- Dolls:$1.7B
- Infant, Toddler and Preschool: $1.2B
- Vehicles: $1.1B
- Action Figures, Building Sets and Games: $1.0B
- Cost of Sales: ($2.5B)
- Gross Profit: $2.0B
- Advertising and Promotion Expenses: ($552M)
- SG&A: ($1.4B)
- Operating Income: $39M
- Net Loss: ($214M)
- Total Assets: $5.3B
- Long Term Debt: $2.9B

Competitors

North America
- Hasbro
- Just Play Products
- Spin Master
- VTech
- JAKKS Pacific
- LEGO
- MGA Entertainment
- Funko
- Jazwares
- Retailers' Private Labels

International
- Playmobil
- Ravensburger
- Hasbro
- LEGO
- MGA Entertainment
- Simba
- JAKKS Pacific
- Spin Master

American Girl
- Doll Manufacturers
- Children's Book Publishers and Retailers

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