

A grayscale photograph of a woman with long dark hair, smiling broadly with her eyes closed. She is resting her chin on her clasped hands. The image is overlaid with a dark blue horizontal bar containing white text.

ORAL CARE BRANDS 2027 SELL IN

April 2026

US ORAL CARE CATEGORY

\$12.9B
+ 2.1% vs YA

Total Oral Care Category
Latest 52 weeks MULO+
Annual \$ Sales

**~3% CAGR
through 2030**

driven by premiumization,
technology upgrades, and
increasing preventive-health
behavior

**GenZ and
Millennials**

Fueling momentum in
whitening, smart power brushes,
and power flossers as part of
enhanced self-care routines

**Affluent,
health-driven &
regimen-loyal**

High-value spenders who invest
in premium tools and at-home
whitening solutions

Oral Care Shifts Toward Safe, Smart, and Cosmetic Solutions as Consumers Seek Value at Home

CLEAN & SAFE PRODUCTS

Safer materials/products are becoming increasingly popular as the consumer looks at holistic wellness



SMART & TECH DRIVEN

Smart-tech adoption is accelerating growth and causing consumers to shift, becoming a primary purchase driver























COSMETIC & BEAUTY FOCUS

Whitening products remain in strong demand for efficacious at-home solutions, reflecting the value of a bright smile



NEW ITEMS & SELLING STORIES

Oral Care Brand Innovation Pipeline

	2026	2027	2028
	 Improved flavor  In-store recyclable bag  NEW Plackers Gum Defense w/ coconut oil & coconut flavor	 Plackers Gum Defense expansion/Vitamin C  Eco-friendly floss pick handle  Expansion to bobbin floss	 Gum Health expansion  Parallel  Parallel
	 Crystal Clean and ADR Super Soft  Trios RBH	<p>Potential REACH category expansion</p>	
	 New license on existing portfolio/Clean N Protect, Ziggly	 Turbo Brush  Brush N Glow  New licenses	 Clean N' Protect Light Up Replaces Clean N' Protect
			<p>Potential Package Redesign</p> 



plackers

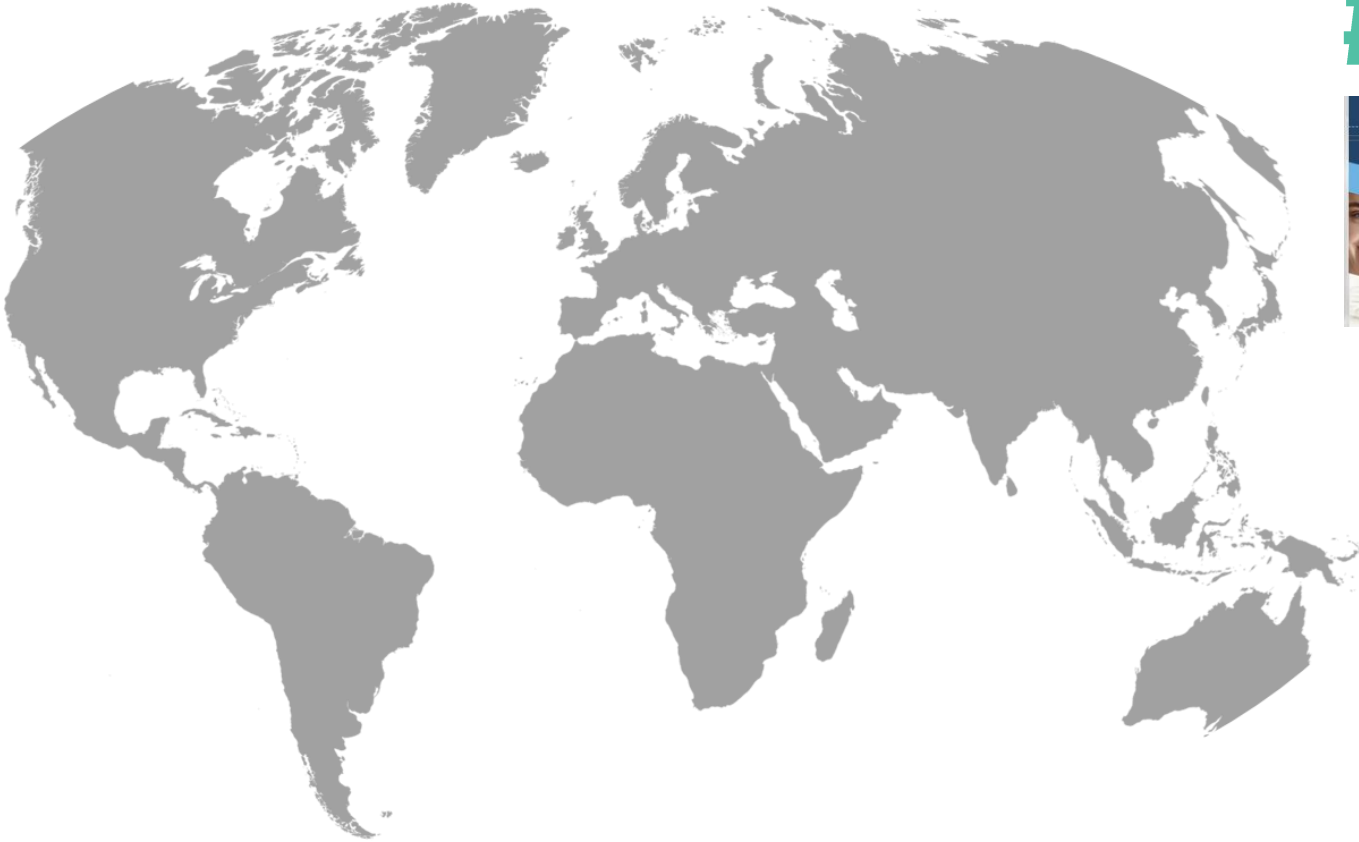
The Big Picture

\$50 million dollar brand

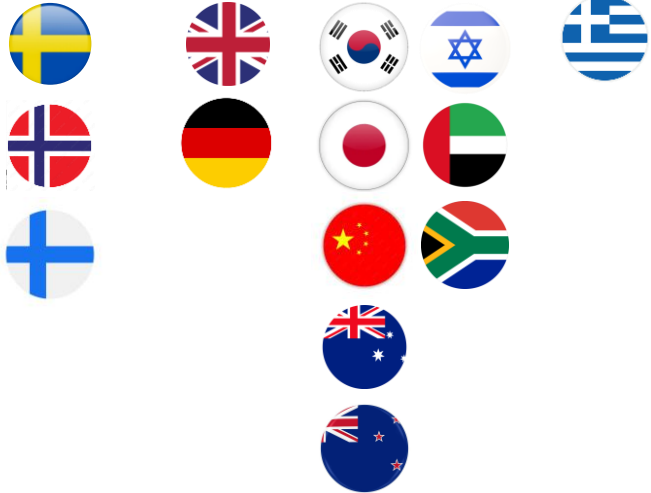
Presence in 5 continents, 16 countries



#2 brand in US



#1 brand in Sweden #2 brand in UK



EN ROUTE TO BECOME THE GO TO GLOBAL BRAND FOR ALL INTERDENTAL CLEANING

Why Used:



Avoiding Food-in-Teeth Moments



Time Efficient/Easy Option



Oral Hygiene Routine

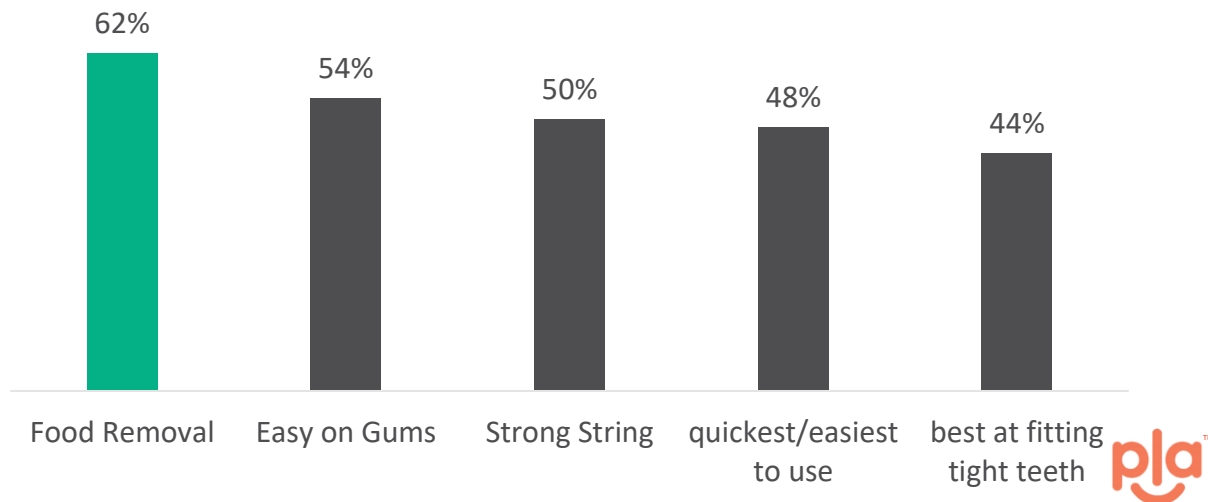
Why Used:

Members who use both bobbin floss and flossers typically use **bobbin floss** for a **deeper clean** while **flossers** are **better for on-the-go** or when a full-mouth clean is not needed.

When Used:



Top 5 Most Important Attributes When Purchasing



Plackers is #2 Floss Pick Brand in Market



#2
Brand

EQ
L52 wks



#2 in HH Penetration



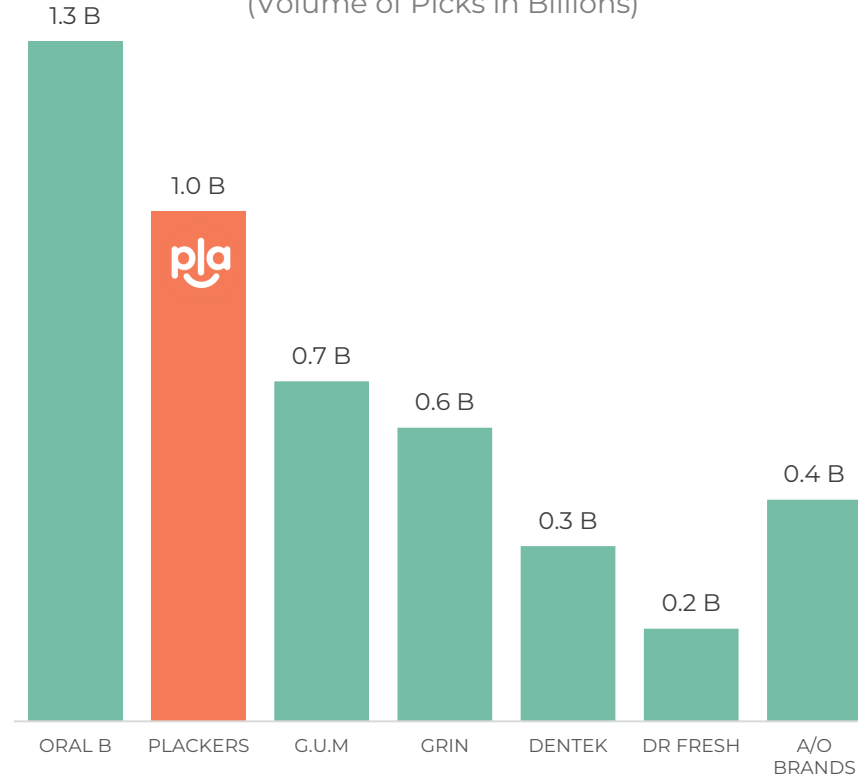
#2 in Repeat 2x+ Buyers



#2 in Exclusive Buyers

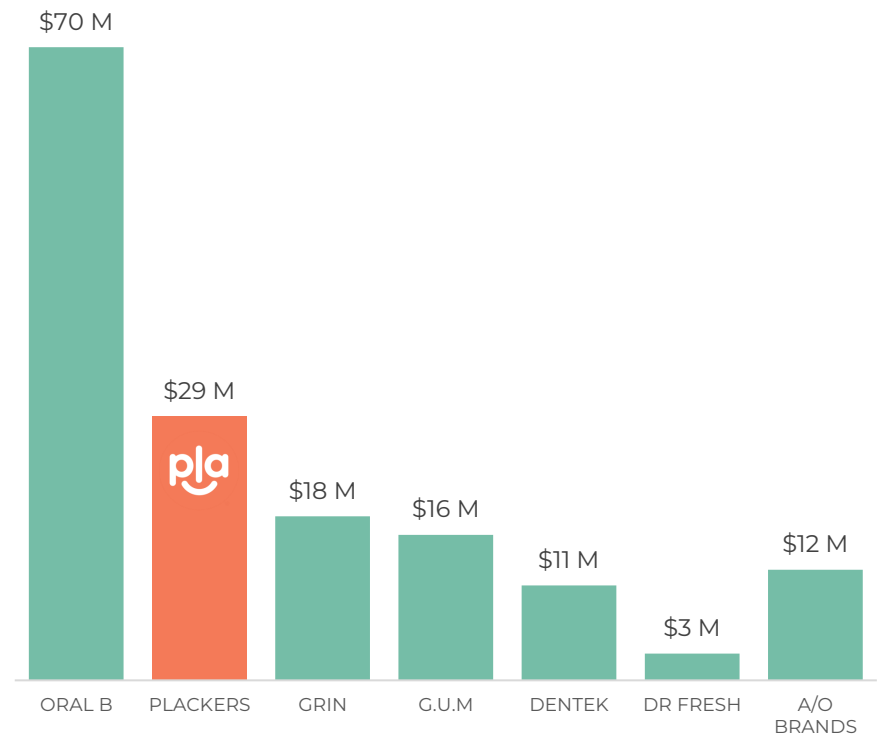
Floss Pick Vol Sales by Brand

(Volume of Picks in Billions)



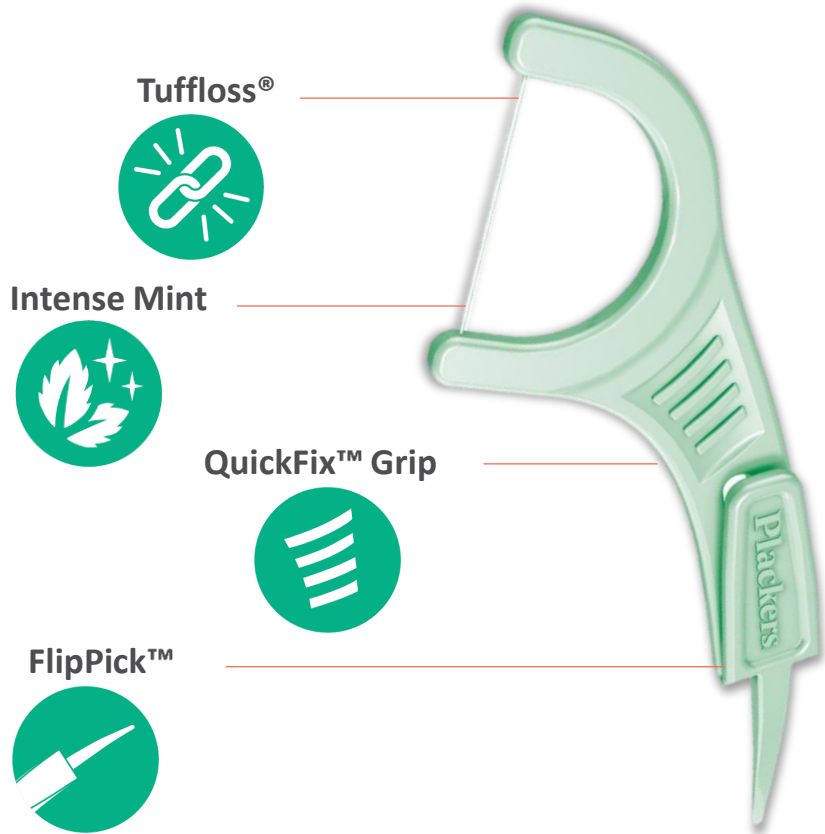
Floss Pick \$ Sales by Brand

(Dollar Sales in Millions)



Source: Circana MULO+ Adult Flossers L26 WE 2/22/26

WHAT MAKES IT A PLACKERS?



MEET YOUR CORE 3

#2 Brand in Flossers & Floss Picks*



Reason for Being

Your go-to food cleaning device

Primary Messaging

Fits Tight Teeth

Reason to Believe

Engineered to be 2x Stronger**



Reason for Being

Enhanced cleaning between teeth.

Primary Messaging

Twice the Floss

Reason to Believe

Double the floss, double the value



Reason for Being

Comfortable cleaning for sensitive gums and teeth

Primary Messaging

Smooth Tape for Tight Places

Reason to Believe

Slides 50% Easier***

*Category refers to pre-threaded single use [for disposable] flossers and floss picks. Based on IRI unit sales L52W Ending 12.29.25

**Plackers Floss Picks with PE floss as compared to the Oral-B® Glide Floss Picks Ultra Deep Clean with PEBA floss. Oral-B® is a registered trademark of The Gillette Company LLC.

***compared to nylon floss



Plackers® Micro Line™ Floss Picks



Simplify your oral care routine!

Plackers floss picks make you smile ready in seconds.

Whether you're using Placker's FlipPick™ to quickly and discretely remove food or Micro Line's extra strong floss to dependably reach between tight teeth, leaving you with Food-Free Confidence!



Our engineered Tuffloss® doesn't stretch or shred



FlipPick™ folds out fast for a super clean feeling



QuickFix™ Grip helps you reach tight spaces





Simplify your oral care routine!

Plackers floss picks make you smile ready in seconds.

Whether you're using Placker's FlipPick™ to quickly and discretely remove food or Twin Line's dual-lines of Tuffloss® for an enhanced cleaning between the teeth, Twin Line is your go-to floss pick for extra clean teeth!



Twin Line® for double the clean and double the fun



Our dual-line Tuffloss® won't shred or break



FlipPick™ folds out fast for a super clean feeling





Simplify your oral care routine!

Plackers floss picks make you smile ready in seconds.

Whether you're using Placker's FlipPick™ to quickly and discretely remove food or Gentle Line's smooth tape floss to **gently slide between the teeth for extra sensitivity**, Gentle Line is your go-to floss pick for reaching tight spaces!



GentleSlide® technology is easy on sensitive teeth and gums



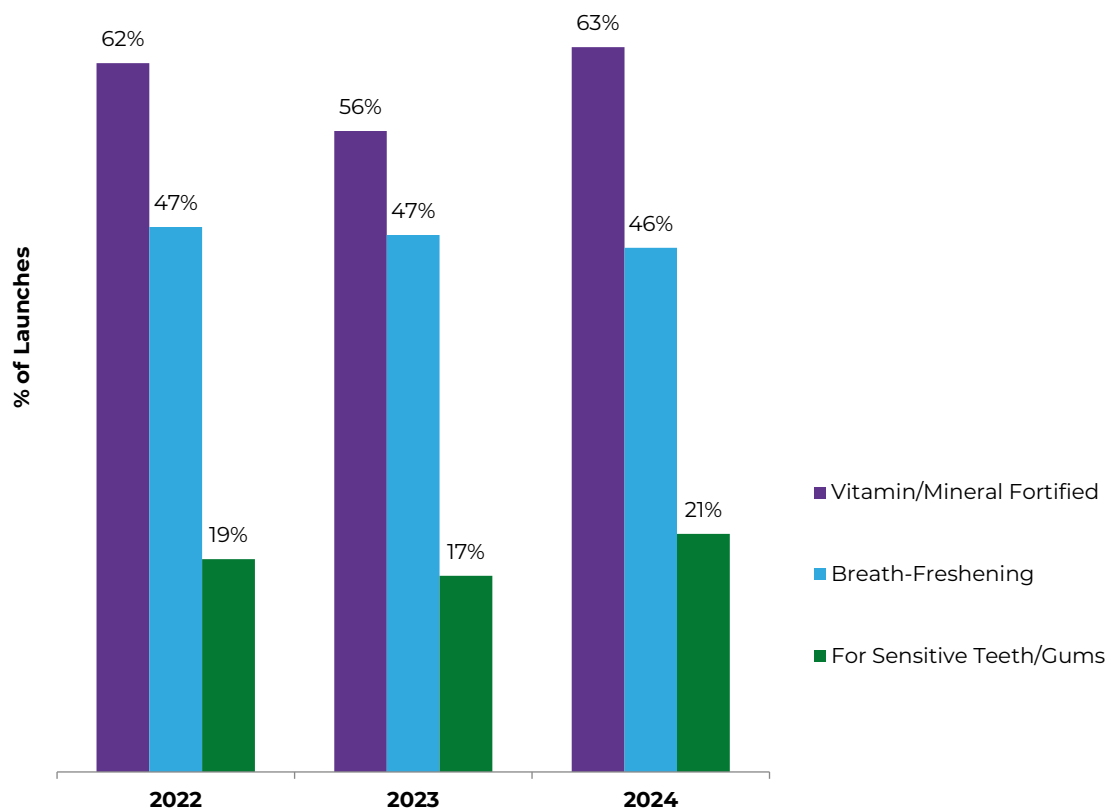
FlipPick™ folds out fast to gently remove trapped food



QuickFix™ Grip helps you reach tight spaces



Claims in Toothpaste and Mouthwash Launches 2022-2024



Offering a Holistic Approach



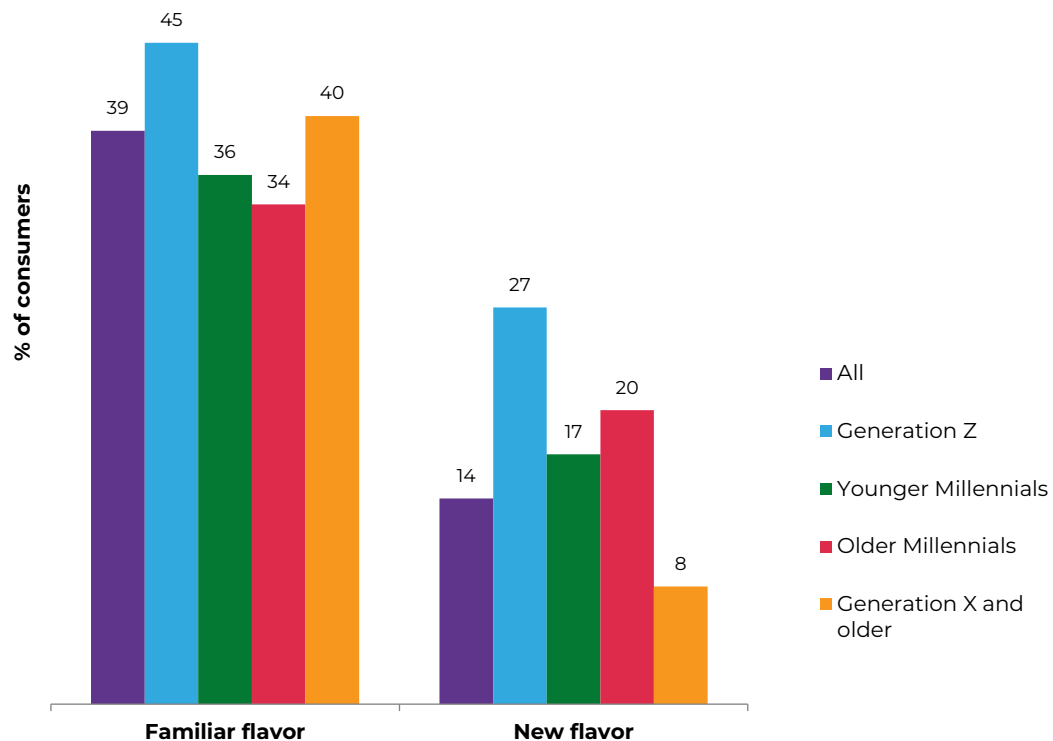
Wellness continues to **embrace a holistic approach** to health. This compliments a growing shift toward addressing specific challenges through a combination of diverse methods and modalities.

For oral health, rather than relying solely on specific oral care products to address areas of concern, **holistic approaches will become a standard part of the wellness examination.**

Between 2020 and 2024, **72% of toothpaste launches featured a vitamin/mineral fortification claim.**

Addressing aesthetic aspects will involve an approach that encompasses the mind and body, linking the concept of improved appearance and confidence to enhanced wellbeing.

US: toothpaste purchase factors
Flavor, by generation, 2025



Engaging Gen Z With Flavor



27% of Gen Z are interested in new flavors, nearly **double** the overall average of 14% [1.1](#) [1.2](#).

Flavor innovation is being used to engage and attract consumers in the oral hygiene category, **moving beyond traditional mint or spearmint flavors.**

There is a growing interest, especially among younger consumers, in **trying new and bold flavors.**

Gum Defense Line

Consumers are increasingly aware of the link between oral and overall health. Natural ingredients and vitamin/mineral fortification claims are gaining traction in oral care. **NEW Plackers Gum Defense Floss Picks** provide consumers effective plaque removal with on-trend, feel-good ingredients that make gum care more enjoyable.



NEW Plackers Gum Defense Coconut Oil

Infused with **coconut oil** and refreshing coconut flavor
Tough on plaque, easy on gums
Helps prevent swelling from gum disease*

Coconut Oil is known for its nourishing properties and is featured in innovative oral care launches for its ability to help nourish enamel and provide a gentle clean.

(Mintel, 2025)

<https://data.mintel.com/databook/ingredient-trends-in-beauty-us-2025/>
https://clients.mintel.com/content/report/a-year-of-innovation-in-oral-care-2025#workspace_SpacesStore_17ff8f2d-0f05-49f2-bf8f-2d0f05d9f2dd



NEW Plackers Gum Defense Vitamin C

Infused with **vitamin C** and energizing tangerine flavor
Effective plaque removal for healthier gums
Helps prevent gum irritation and maintain healthy teeth*

Vitamin C is recognized for its role in gum health and immune support, which strongly resonates with ingredient-conscious shoppers.

(Mintel, Mar 2025)

https://clients.mintel.com/content/report/patent-insights-revolutionary-oral-care-advancements#workspace_SpacesStore_88236261-3a98-4d20-858b-1542794653a5
https://clients.mintel.com/content/report/patent-insights-revolutionary-oral-care-advancements#workspace_SpacesStore_4a8db17e-385c-47a8-b381-12e93c82b22d

Winning Concepts: ranked above average category innovation, highly relevant, and differentiated

Plackers Concept Testing	Trial Index	Relevance	Differentiation	Believability
Coconut Oil	112	●	○	○
Vitamin C	109	●	○	○

Best ○ ● ● ● ● Worst



*flossing daily removes plaque and helps prevent gingivitis

\$x
**Est annual
 Retail
 Sales**

Product Description	Plackers Gum Defense w/ Coconut Oil
UPC	651080301442
Case GTIN	20651080301446
Ship Date	1/15/2026
Case Pack	72
Inner Pack	9 inners of 4
Dimensions	H: 1" W: 5" D: 1"
Sizes Available	75ct
Lead Time	16 weeks
MAP	\$3.78-\$4.99 (check branded pricing file)
Country of Origin	China



Category Insights

- Between 2020 and 2024, 72% of toothpaste launches featured a **vitamin/mineral fortification claim**
- There is a growing interest, especially among younger consumers, in trying **new and bold flavors**

Consumer Insights

- **Coconut Oil** is known for its nourishing properties and is featured in innovative oral care launches for its ability to help nourish enamel and provide a gentle clean
- Consumers view oral health as part of overall wellbeing, favoring **holistic approaches** that go beyond single-purpose products

Retailer Benefits

- Premium positioning and functional benefit allow for a higher retails vs. core floss picks, increasing basket value
- Expands category relevance to younger shoppers

\$x
**Est annual
 Retail
 Sales**

Product Description	Plackers Gum Defense w/ Vitamin C
UPC	651080301459
Case GTIN	20651080301453
Ship Date	1/15/2026
Case Pack	72
Inner Pack	9 inners of 4
Dimensions	H: 1" W: 5" D: 1"
Sizes Available	75ct
Lead Time	16 weeks
MAP	\$3.78-\$4.99 (check branded pricing file)
Country of Origin	China



Category Insights

- Between 2020 and 2024, 72% of toothpaste launches featured a **vitamin/mineral fortification claim**
- There is a growing interest, especially among younger consumers, in trying **new and bold flavors**

Consumer Insights

- **Vitamin C** is recognized for its role in gum health and immune support, which strongly resonates with ingredient-conscious shoppers.
- Consumers view oral health as part of overall wellbeing, favoring **holistic approaches** that go beyond single-purpose products

Retailer Benefits

- Premium positioning and functional benefit allow for a higher retail vs. core floss picks, increasing basket value
- Expands category relevance to younger shoppers

In-Store



Continue Strong Display Activation

Support core portfolio and Gum Defense innovation



Improved count visibility on pack

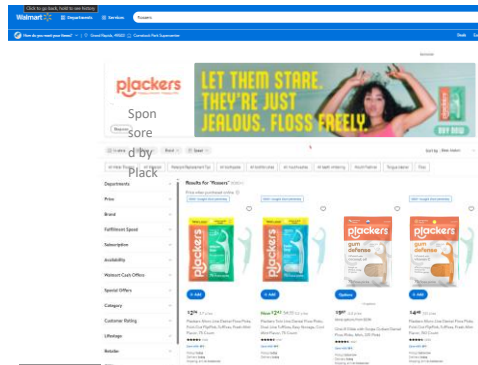
Along with improved flavor and recyclable bag

retailer.com

PDP activations to highlight key benefits
Core portfolio and innovation:
100+ reviews, targeting 4.5 rating



Heavy up on Search & Display
Increase support of core portfolio and innovation



National Support

New campaign to support launch of Plackers Gum Defense with Coconut Oil Floss Picks
Core portfolio will benefit from halo



Paid Digital Ads and Social/influencer content





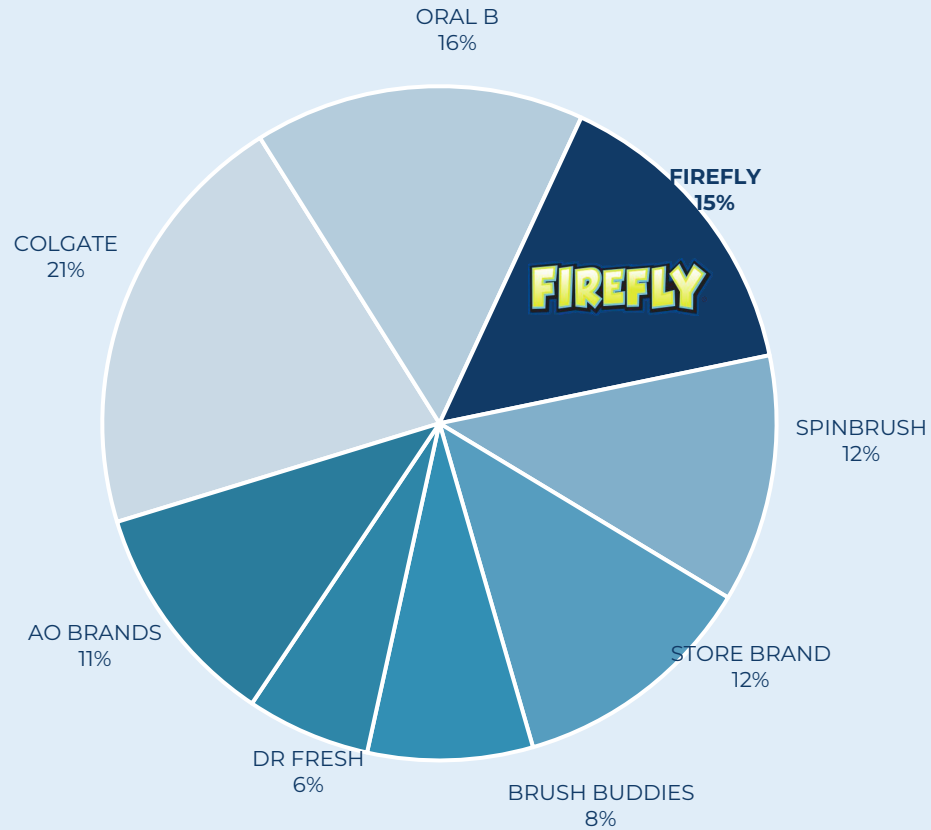
FIREFLY®

Making healthy habits fun.

Firefly is #3 Brand in the kids' toothbrush category with **15%** units share of MULO+

KIDS TOOTHBRUSH UNIT SALES BY BRAND

L52 WEEKS WE 12.28.25



FIREFLY®



LIGHT UP SMILE with NEW Firefly Brush N' Glow

A unique guided manual toothbrush with 2-minute Light-up Timer



Compact head and soft bristles

Two separate 1-minute timers: one for top teeth and another for bottom teeth

Built-in stand

2-Minute Light Up Timer: Flashing timed lights encourage kids to brush for the dentist-recommended brushing time.

Brush top teeth when top light flashes!

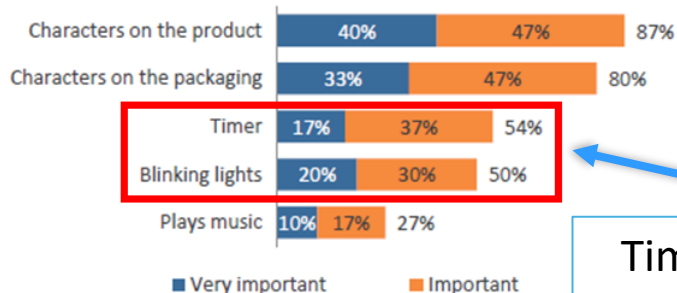
When bottom light starts flashing, time to brush bottom teeth!

Soft Bristles: Gently clean between teeth and along the gum line, helping to prevent gum disease and tooth decay

Designed for Children: Fun character themed easy to grip handle and compact head

Easy stand-up storage: feature a less mess flared bottom for easy stand-up storage in the bathroom

Importance of Product Features:



Available Licenses & Characters for 2027



Firefly's Sparky



Timer & Lights are 2 most valued features after license

Sparky Cost \$2.23 SRP: \$3.97 IMU 41%

Dora Lic Cost \$2.56 SRP: \$4.37 IMU 41%

FIREFLY

New Kids Manual Toothbrush Packs



Firefly Manual Toothbrushes perfect for use at home or on-the-go!

- ✓ **Soft Bristles: Gently** clean between teeth and along the gum line, helping to **prevent gum disease and tooth decay**
- ✓ **Easy stand-up storage:** feature a **less mess suction cup** for **easy stand-up storage** in the bathroom
- ✓ **Designed for Children:** Fun character themed **easy to grip handle and compact head**
- ✓ **Protective Toothbrush Cover:** fun character themed cover keeps toothbrush head clean, **perfect for storage or travel**
- ✓ **\$2.0M Opportunity** replacing existing competitive Kids MTB

VIBRATING POWER, BIG SMILES with **NEW** Firefly Battery Powered Toothbrush



Compact head and extra soft bristles

Vibrating cleaning motion

Kid-loving characters

Batteries included

Built-in stand

Extra Soft Bristles: Gently clean between teeth and along the gum line, helping to **prevent gum disease and tooth decay**

Vibrating Motion: aids in the **removal of plaque** from hard-to-reach areas

Designed for Children: Fun character themed **easy to grip handle and compact head**

Easy stand-up storage: feature a **less mess flared bottom** for easy stand-up storage in the bathroom

Available Licenses for WK33 - 2026



Cost \$2.47 SRP: \$4.48 IMU 45%

FIREFLY

Product Assortment

Clean N' Protect



- Battery Powered
- Compact Rotary Brush Head
- Soft Bristles
- Anti-Bacterial Cap
- Easy-to-grip handle

NEW in 2027:



Multi-pack Manual Toothbrush



- Soft Bristles
- Compact Head
- Suction cup at bottom
- Protective Cap
- Easy-to-grip handle

NEW in 2027:



Light Up Timer



- 1-minute light-up timer
- Soft Bristles
- Compact Head
- Suction cup at bottom

FIREFLY

Highlights of 2027 Active Licenses



Barbie



INSPIRES THE LIMITLESS
POTENTIAL IN EVERY GIRL

98%
GLOBAL BRAND
AWARENESS ¹

SOLD IN OVER
150
COUNTRIES

#1
GLOBAL DOLL
PROPERTY ²

#1
DOLL BRAND
IN SOCIAL
CONVERSATION ³

38B+
US MEDIA
IMPRESSIONS ⁴ 2024

BRAND HIGHLIGHTS

- CAMPAIGNS**: Verizon
- GLOBAL COLLABS**: Mattel, Coty
- PUBLISHING**: Barbie Coloring Books, Barbie Magazine, 21 titles
- LIVE EVENTS**: 15 LIVE EVENT + EXPERIENCE OFFERINGS (World of Barbie, Barbie Social Club)
- DREAM GAP**: \$1MM+ raised, THE DREAM GAP PROJECT

CONTENT

- #1 DOLL BRAND ON YouTube**: +12MM subscribers
- 10 MILLION MONTHLY USERS**: 350MM content views
- LIFESTYLE**: Backpack, headphones, water bottle
- PARTNERSHIPS**: MUMU, Reebok, INSH PEANUT, CASIO, OLIPOP, PRIMARK, ROBLOX

MULTI-YEAR SUPPORT | **2025** | **2026**

LIMITLESS POSSIBILITIES | **COMPELLING BRAND NARRATIVES**

BEGINNING THE NEXT CHAPTER | DEEPENING ENGAGEMENT & CAPTURING NEW AUDIENCES

TARGET AUDIENCE
**KIDS 3-10
& PARENTS**

LEAD
Advocacy and Purpose

REPRESENT
Diversity and Inclusivity

INSPIRE
Ground-Breaking Partnerships



¹The NPD Group/Global Retail Tracking/YTD August 2023/Global Data Excludes Belgium, Russia
²ToyAMA.com, Full Year 2022: FURU/TW, Barbie & Barbie Style combined; ³Tubular, YTD 2023, Owned + LIC views combined; ⁴Wired Top 10 in Kids' Movies; *working content titles and logos only; *Reach out to your local contact for more information

ALWAYS-ON ENGAGEMENT



#1 Dolls Brand
on YouTube

596MM
Global hrs watched
on YouTube



#1 Dolls Brand
in social convos

+622K
New social
followers in 2024



1.1MM
Monthly
listeners



#10
Netflix in
animated
content



17MM
MAU on other
Barbie gaming

#6
Branded
Roblox
Experience

ROBLOX

Source: | The Growth Team Series | For internal use only | ©2025 Mattel, Inc.

NUTCRACKER 25TH

COMING
FALL
2026!



STARRING BARBIE "BROOKLYN" ROBERTS AND BARBIE "MALIBU" ROBERTS WITH THE FAMILY & FRIENDS



CELEBRITY PARTNERSHIP
WITH DEBBIE ALLEN



FULL FRANCHISE
CAMPAIGN

2027

Fuel Fandom

Barbie



New
Publishing
Titles



New Game



New Series
TBD

SONIC IS ON FIRE!!!

#1 OPENING WW
SONIC
THE HEDGEHOG
IN THEATRES
FEBRUARY 14

#1 OPENING DOMESTIC
86% CERTIFIED FRESH ON ROTTEN TOMATOES
SONIC 3
THE HEDGEHOG
ONLY IN THEATRES
DECEMBER 2024

SONIC PRIME
#1 ANIMATED SHOW OR MOVIE ON NETFLIX WW

KNUCKLES
A SONIC SERIES
#1 SHOW ON PARAMOUNT+

SOLD OUT SYMPHONY SHOWS

SONIC x **CROCS**
\$1B+ IN RETAIL CONSUMER PRODUCTS ANNUALLY

SONIC SHADOW GENERATIONS
1M+ UNITS SOLD IN WEEK 1

SONIC DREAM TEAM
TOP GAME ON APPLE ARCADE

SONIC ROBLOX SIMULATOR ON ROBLOX
#1 BRANDED ROBLOX GAME

#1 OPENING WW
SONIC 2
THE HEDGEHOG

SONIC SHADOW GENERATIONS
DARK BEGINNINGS
14M+ VIEWS AND COUNTING

TOPGOLF
NOW MOVING INTO EXPERIENTIAL



**FILM TRILOGY
SURPASSED
\$1.2B
IN GLOBAL BOX OFFICE**



**ONLY IN THEATRES
2027**

HOT WHEELS IGNITES AND NURTURES THE CHALLENGER SPIRIT



The NPD Group/Retail Tracking Service/G10/JAN-DEC 2022/Total Toys/Projected USD & Units, August 2021 Mattel Entertainment Tracker, Tubular, Full Year 2022, Owned + UGC views combined. The NPD Group/Retail Tracking Service/G11/JAN-DEC 2022/Vehicles Supercategory/ Projected USD, Mattel Gross Billings, per Public Financials, for year ended December 31, 2022.

#1
SELLING TOY
IN THE WORLD

SOLD IN OVER
150
COUNTRIES

#1
VEHICLES BRAND
CHANNEL ON
YOUTUBE

#1
VEHICLE
PROPERTY
IN THE WORLD

\$1.5B
BRAND



**#1 VEHICLE PROPERTY
IN THE WORLD**



**+8.8MM YOUTUBE
SUBSCRIBERS**



**+3.3MM ATTENDEES
TO DATE (+52% YOY)**



**+6.6MM
SOCIAL FOLLOWERS**



**TOP 10 TV SHOW ON
NETFLIX IN 68 COUNTRIES***



**+15MM
GLOBAL PLAYERS**

Acclaimed Filmmaker Jon M. Chu to Direct "Hot Wheels" Live-Action Motion Picture from Mattel, Warner Bros. and Bad Robot; Juel Taylor and Tony Rettenmaier to Write Script



NETFLIX

3B+
PR IMPRESSIONS

**TOP 10 KIDS
PROGRAM
ACROSS ALL 3
SEASONS**

70M
HOURS WATCHED

#3
KIDS SHOW ON
OVERALL NETFLIX*



**ALWAYS ON
CONTENT**



**WATCH TIME
UP 37%**

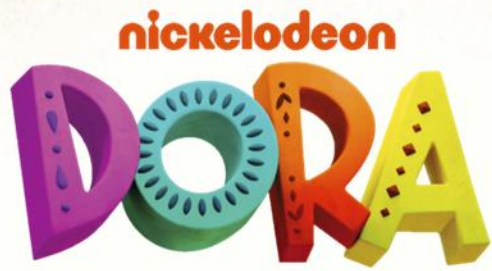


**#1 VEHICLE
PROPERTY ON YOUTUBE**



**MUSIC
VIDEO**

**7.9MM
SUBSCRIBERS**



THE ADVENTURES OF THE WORLD'S GREATEST LITTLE KID EXPLORER CONTINUE!

89% VERY INTERESTED
GLOBALLY IN DORA
CONSUMER PRODUCTS
PARENTS OF GIRLS 2-6

#2 PRESCHOOL TITLE
IN CO-VIEWING

5BN+ VIEWS
ACROSS ALL PLATFORMS
GLOBALLY

+\$15BN
IN HISTORICAL GLOBAL
RETAIL SALES PENETRATING
ALL CATEGORIES

70% AWARE
OF DORA FRANCHISE
GLOBALLY
KIDS 0-6

6.8 BILLION MINUTES
WATCHED ON YT YTD
INCLUDES ALL DORA CHANNELS

LIVE ACTION MOVIE

DEBUTING SUMMER 2025

YOUTUBE INVESTMENT

CONTINUED ACROSS





**UNIQUE
MULTICULTURAL
APPEAL**



**A BILINGUAL,
MULTICULTURAL
BEST FRIEND**

**CONTINUOUSLY PUSHING OUT NEW CONTENT
2025-27**



SEASON 3
Q2 2025 (P+)
Q3 2025 (LINEAR)



SEASON 4
Q3 2025 (P+)
1H 2026 (LINEAR)



SEASON 5
2H 2026 (P+)
2H 2027 (LINEAR)



SEASON 6
2027 (P+)
2027-28 (LINEAR)

P+: PARAMOUNT+ | LINEAR: PARAMOUNT REG

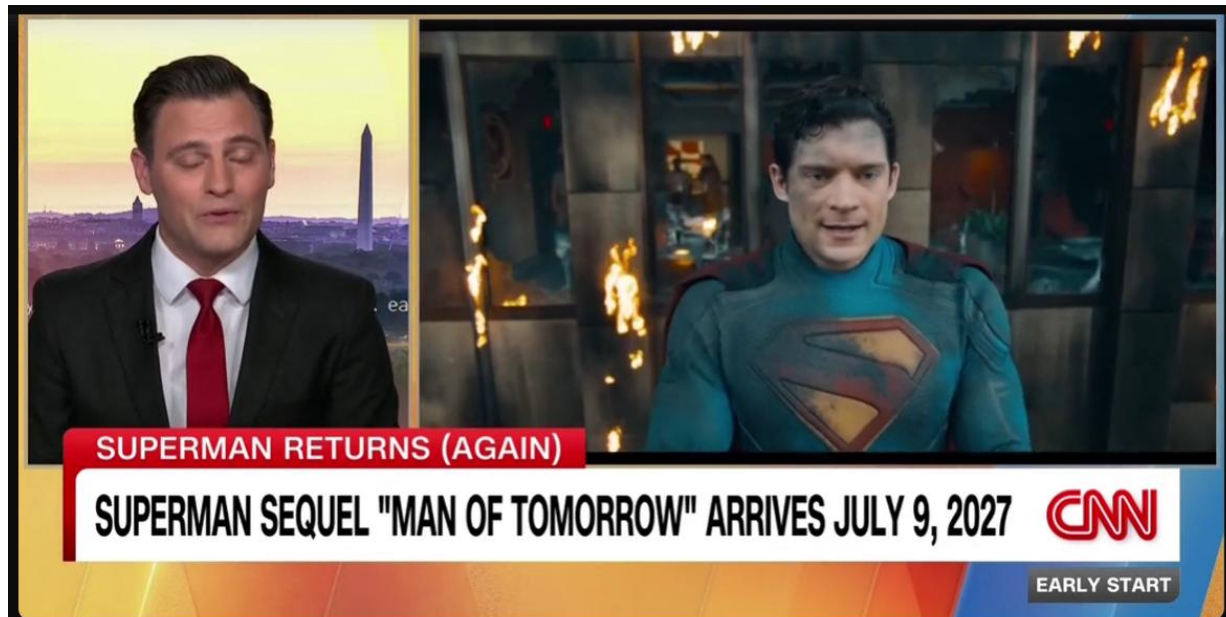
2026-2027 | NORTH AMERICA STRATEGY

KIDS



	2026	2027	2026	2027	2026	2027
CONTENT						
DEMO	<p>KIDS</p> <p>TWEEN</p> <p>ALL FAM</p>	<p>KIDS</p>	<p>INFANT</p> <p>KIDS</p>		<p>CORE</p> <p>INFANT</p> <p>KIDS</p>	<p>LEGO BATMAN: LEGACY OF THE DARK KNIGHT</p> <p>KIDS</p> <p>ADULTS</p>
RETAIL CHANNEL	MASS MARKET SPECIALTY MID-TIER VALUE OFF PRICE		MASS MARKET SPECIALTY MID-TIER VALUE OFF PRICE		MASS MARKET SPECIALTY MID-TIER VALUE OFF PRICE	MASS MARKET SPECIALTY MID-TIER VALUE OFF PRICE
KEY CATEGORIES	<p>DC SUPER VILLAINS</p> FASHION FOOD TOYS COLLECTIBLES PUBLISHING				FASHION FOOD TOYS COLLECTIBLES PUBLISHING	
ANNUAL MERCH MOMENTS	<p>SUPER-VILLAINS</p>					





Superman sequel 'Man of Tomorrow' arrives July 9, 2027



WICKED FOR GOOD

SYNOPSIS

Last year's global cinematic cultural sensation, which became the most successful Broadway film adaptation of all time, now reaches its epic, electrifying, emotional conclusion. The final chapter of the untold story of the witches of Oz begins with Elphaba (Oscar® nominee Cynthia Erivo) and Glinda (Oscar® nominee Ariana Grande) estranged and living with the consequences of their choices. When a girl from Kansas comes crashing into their lives, they will need to come together one final time, and truly see each other, if they are to change themselves, and all of Oz, for good.

GLOBALLY-RELEVANT THEMES

EMPOWERMENT
EQUALITY
INTEGRITY
DEFIANCE
SISTERHOOD

TARGET AUDIENCE

CORE
Girls 6-9

SECONDARY
Girls 10-12 / Collectors

THEATRICAL RELEASE DATES

WICKED: FOR GOOD
[RATED PG]
NOVEMBER 21, 2025

*Dates vary by region



BASED ON THE HIT BROADWAY SHOW

\$5B+

Global Live Ticket Sales

4TH LONGEST RUNNING SHOW
in Broadway History

NEARLY 4M

Cast Album Copies Sold

#1 FOR 257+ WEEKS
on Billboard Broadway Chart

COMPANY WIDE PRIORITY

Massive Studio Theatrical Investment

Global Holiday Marketing Campaign

Multi-Year Content and Franchise Development

STAR-STUDED CAST



Ariana Grande



Cynthia Erivo



Jonathan Bailey



Jeff Goldblum



Michelle Yeoh

SOCIAL MEDIA CHANNELS

@WICKEDMOVIE



GLOBAL BOX OFFICE

\$756M+

HIGHEST DEBUT EVER
OF A BIG-SCREEN ADAPTATION OF A
STAGE MUSICAL

*As of Sep 2025

UPCOMING MILESTONES



AWARDS

200+
AWARD
NOMINATIONS



WINNER



WINNER

GOLDEN GLOBE AWARDS
WINNER

THE CRITICS CHOICE AWARDS
WINNER

SCREEN ACTORS GUILD AWARDS
WINNER

AFI AWARDS
WINNER

MAJOR GLOBAL PARTNERSHIPS



WICKED

SOCIAL/
DIGITAL

THEME
PARKS

PEACOCK

CONSUMER PRODUCTS

EXPERIENCES

THEATRICAL

SYMPHONY

PARTNERSHIPS

SHORT
FORM
CONTENT

GAMING

xfinity





REACH[®]

Leverage a trusted brand



Strong Brand Equity & Perception

- 71% familiarity
- 79% positive perception
- Delivers quality:
 - Effective (77%)
 - Good value (65%)
 - Trustworthy (58%)



High Purchase Potential & Competitiveness

- 47% extremely/very likely to buy
- Performs on par with Colgate & Oral-B (≥80%)



Meaningful Product Differentiation

- Unique angled heads & bristles
- Differentiation validated through aggregated verbatims

Winning with REACH®

Assortment & Innovation

Various Counts & Good, Better, Best strategy to fit your customers' needs... with more to come!



In-store Activation

ADULT MANUAL TB LIFT BY DISPLAYS LATEST 52 WEEKS WE 12.28.25		
	MULO+	MULO+ LESS WMT
TOTAL ORAL CARE*	32%	32%
NATIONAL BRAND ADULT MTB	31%	32%
REACH®	37%	38%

Lift from displays outperforms direct competitors and total oral care

Capitalize on a meaningful tagline...

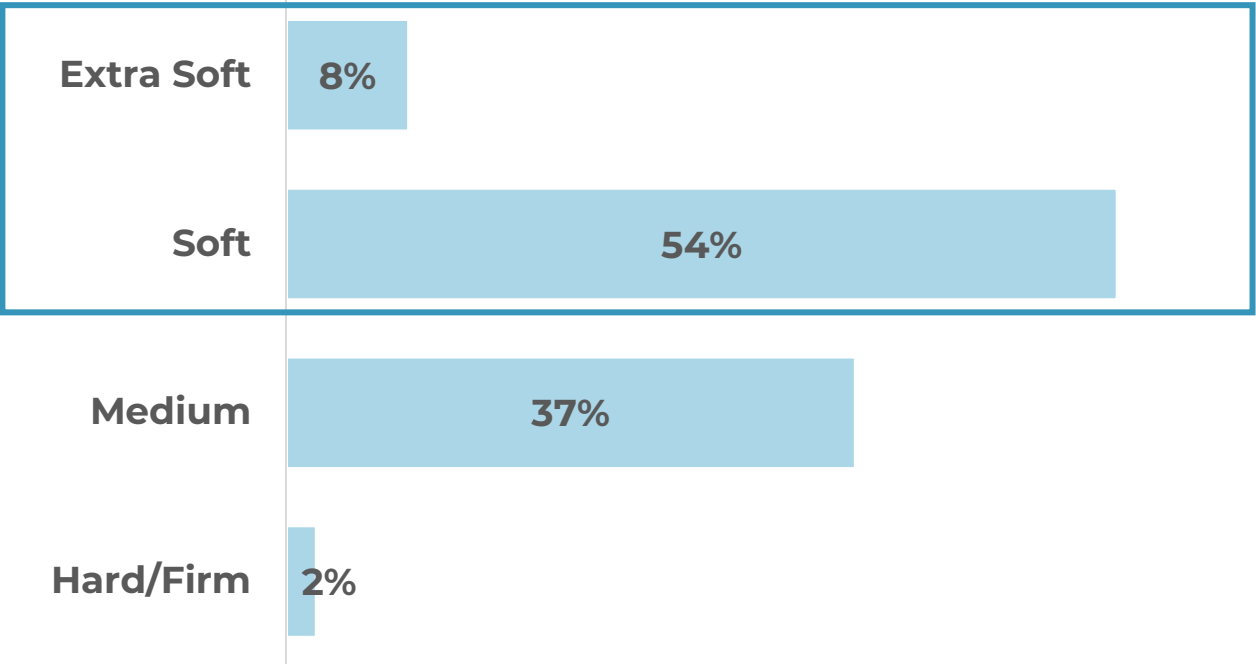
Relevant (79%)
More likely to purchase (58%)



62% of the Sales are from Extra Soft/Soft Bristles

ADA recommends: Brush your teeth twice a day with a soft-bristled brush. Replace your toothbrush every three months, or sooner if the bristles are frayed or you were sick

MULO+ \$ SALES BY BRISTLE TYPE



66

Extra Soft / Soft bristles are gentle yet effective in removing plaque and debris from teeth without causing damage to tooth enamel or gum tissue. They're ideal for people with sensitive teeth, receding gums, or those who have recently undergone dental procedures.

On the other hand, *medium bristles* provide a balance between cleaning power and comfort. They offer adequate plaque removal while still being gentle on gums and teeth. Medium-bristled brushes work well for *individuals with healthy gums* who want a slightly more vigorous clean than what soft bristles provide.

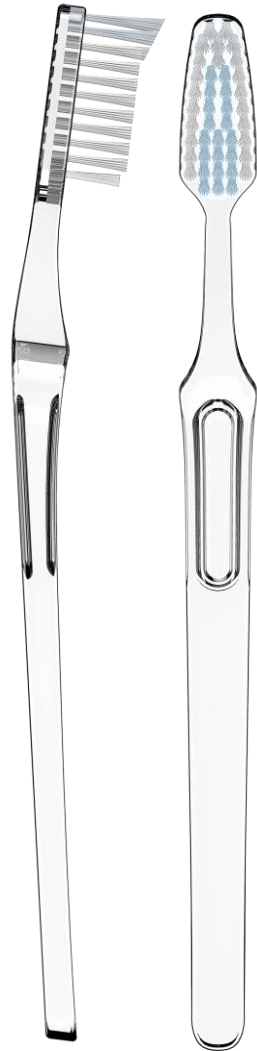
Hard-bristled toothbrushes deliver intense cleaning action but should be used with caution. One of the biggest benefits to using a toothbrush with hard bristles is that they often last longer than soft bristles.

99

Source: Circana Total US MULO+ Data CY 2024 YTD WE 9.8.24 – Manual Toothbrushes, ADA

REACH®

Reach CRYSTAL CLEAN DELICATE



Reach CRYSTAL CLEAN DELICATE Manual Toothbrush

Provides a delicate touch on teeth and gums, while promising a deep clean between teeth for a crystal clean feeling.

Product Highlights



REACH SUPER SOFT bristles provide delicate feeling while still cleaning teeth and gums



REACH Tip™ cleans teeth in the back of the mouth



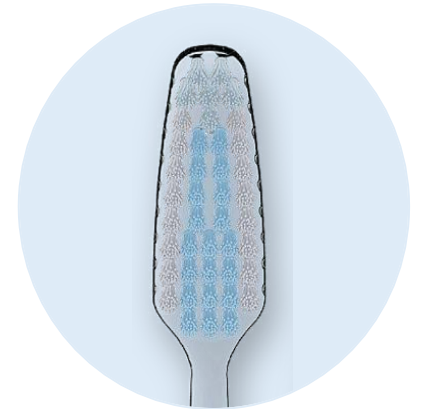
REACH angled neck helps clean in hard-to-reach places



Bi-Level Bristles clean between teeth and along the gum lines

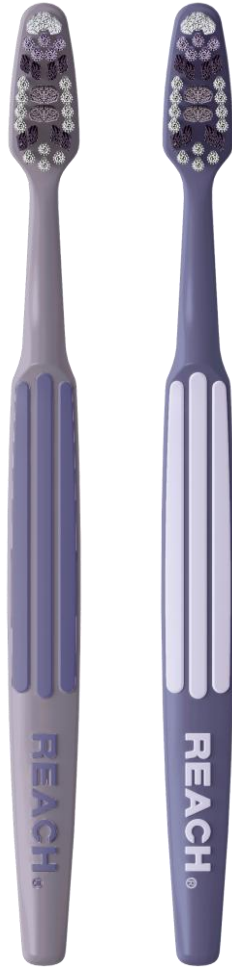


Crystal Clear Handle for on-trend aesthetic



REACH®

Reach **ADVANCED DESIGN HEALTHY GUMS**



Reach **ADVANCED DESIGN HEALTHY GUMS** Manual Toothbrush

This toothbrush contains SUPER SOFT bristles to promote healthy gums. Ensure further consumer confidence with our ADA accepted brush, to deliver best in class cleaning that is trusted and approved by Dentists.

Product Highlights



SUPER SOFT STRUCTURED bristles provide a noticeably soft touch on your teeth while brushing



AMERICAN DENTAL ASSOCIATION approved to ensure consumer confidence



REACH angled neck helps clean in hard-to-reach places



ERGONOMIC HANDLE for friendly, comfortable brushing



TONGUE CLEANER removes bad breath for a total mouth clean



REACH®

Ultra Clean Toothbrush



Ship Date

9/1/2026

Awards Due

4/1/2026

\$5.6M

Est annual
Retail Sales



\$2.9M

Est annual
Retail Sales



Consumer Benefit

Provides bi-level bristles and signature REACH Tip™ to clean deep between teeth for an ULTRACLEAN feeling.

- **REACH Tip™ and Unique Angled Neck** cleans teeth in hard-to-reach places
- **Opposing-Angled Bristles** clean between teeth and along the gum lines
- **Round Ergonomic-Control Handle** for friendly, comfortable brushing
- **Anti-Rotation Feature** at the grip to prevent head & bristles from encountering surfaces
- **Elastomer** back and tongue scrapper for a gentler mouth feel
- **FREE Toothbrush Caps** for added protection



Accelerating Growth Across the Immunity-Boosting and Anti-Bacterial Market



IMMUNE HEALTH

17 of the top 20 products in the health supplement categories are immune boosting supplements. The market size is expected to expand at a CAGR of 11.3% from 2022 to 2028. (1)



ANTIBACTERIAL GROWTH

The global antibacterial products market size grew from \$40.72 billion in 2022 to \$44.29 billion in 2024 and projected to reach \$45.78 billion in 2025 at a CAGR of 3.4%. (2)



KEY TREND INNOVATION

The antibacterial toothbrush market is booming, driven by consumer demand for better oral hygiene, with key trends including built-in antibacterial bristles smart/connected brushes offering enhanced hygiene features, and UV sanitizers



Ship Date	9/1/2026
Awards Due	4/1/2026

\$2.2M
Est annual
Retail
Sales

REACH Total Care 3ct	
Units	676,000
Retail \$	\$2,210,520
Profit \$	\$1,216,800
Cost	\$1.47
MSRP	\$3.27
Profit	\$1.80
Margin	55%



Consumer Benefit

Multi-angled, antibacterial bristles with 3 zones of cleaning, provide efficacious and all-around TOTAL CARE.

- **Bacteria-Blocking Bristles** inhibit bacterial growth between brushing
- **REACH Tip™ and Angled Neck** clean in hard-to-reach places
- **Multi-Angled Bristles** clean between teeth and along the gum lines
- **Tongue Cleaner** helps remove bad breath germs for a total mouth clean
- **Soft Bristles** for a gentle, yet effective clean
- **FREE Toothbrush Caps** for added protection