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setting the foundation for **growth**

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Mattel is including this Cautionary Statement pursuant to the Private Securities Litigation Reform Act of 1995 (the "Act"). Certain statements made during today's presentation may include forward-looking statements within the meaning of the Act relating to the future performance (including, without limitation, future revenues, strategies, prospects, goals, and all other statements that do not relate strictly to historical or current facts) of Mattel and its subisidiaries' overall businesses, brands and product lines. These statements are based on currently available operating, financial, economic and other information and they are subject to a number of significant risks and uncertainties. A forward looking statement is neither a prediction nor a guarantee of future events or circumstances, and those future events or circumstances may not occur. A variety of factors (e.g., consumer preferences, product mix, global economic conditions) many of which are beyond our control, could cause actual future results to differ materially from those projected in the forward-looking statements. Some of these factors are described in the "Risk Factors" section of Mattel's 2014 Annual Report on Form 10-K, in other filings Mattel makes with the SEC from time to time, as well as in Mattel's other public statements. Mattel does not update forward-looking statements and expressly disclaims any obligation to do so.

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RICHARD DICKSON
PRESIDENT & COO

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2017 & BEYOND **GROWTH**

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how we
intend to fill
the 2016
revenue gap

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why we
are optimistic
about growth in
2017 and beyond

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CORE BRANDS

INNOVATION

LICENSING

STRATEGIC PARTNERSHIPS

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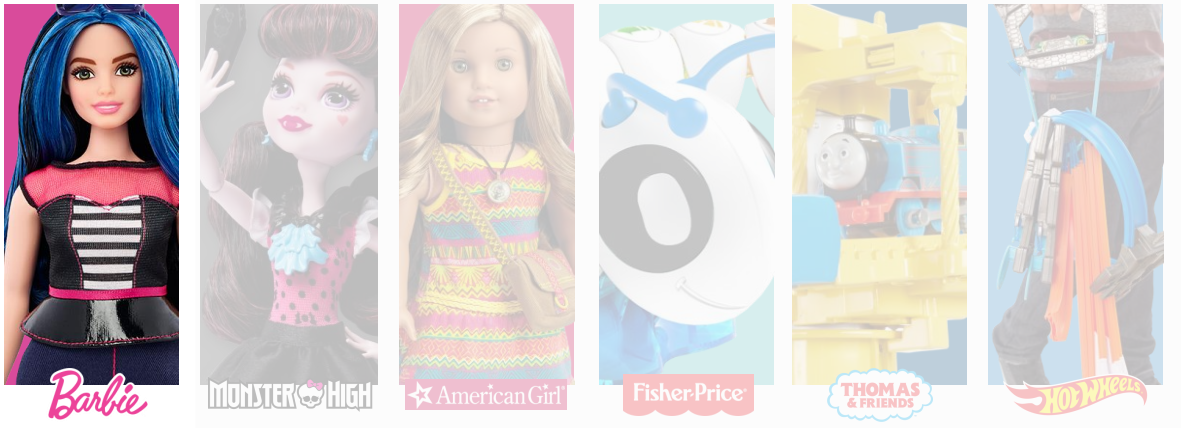

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2015 strengthened brand positioning

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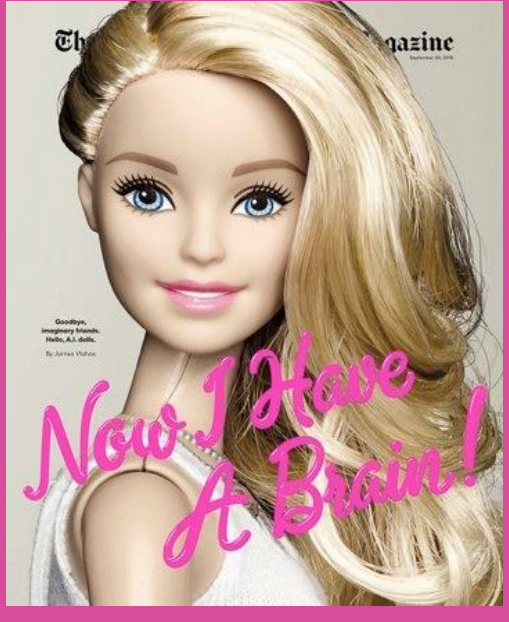

UPWORTHY

The ad reflects a surprising change in Barbie advertising by focusing on girls' empowerment rather than the usual playtime accessories.

FAST COMPANY

BARBIE TELLS GIRLS THEY CAN "BE ANYTHING" AND HELPS SOME PROVE IT

Mashable

A new Barbie ad shows girls imagining their futures, and it's perfect

HUFF POST

Barbie Ad Reminds Girls They Can Be Anything They Want To Be

The sky is the limit.

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line architecture

messaging

marketing

product

Barbie™

content

social media

retail execution



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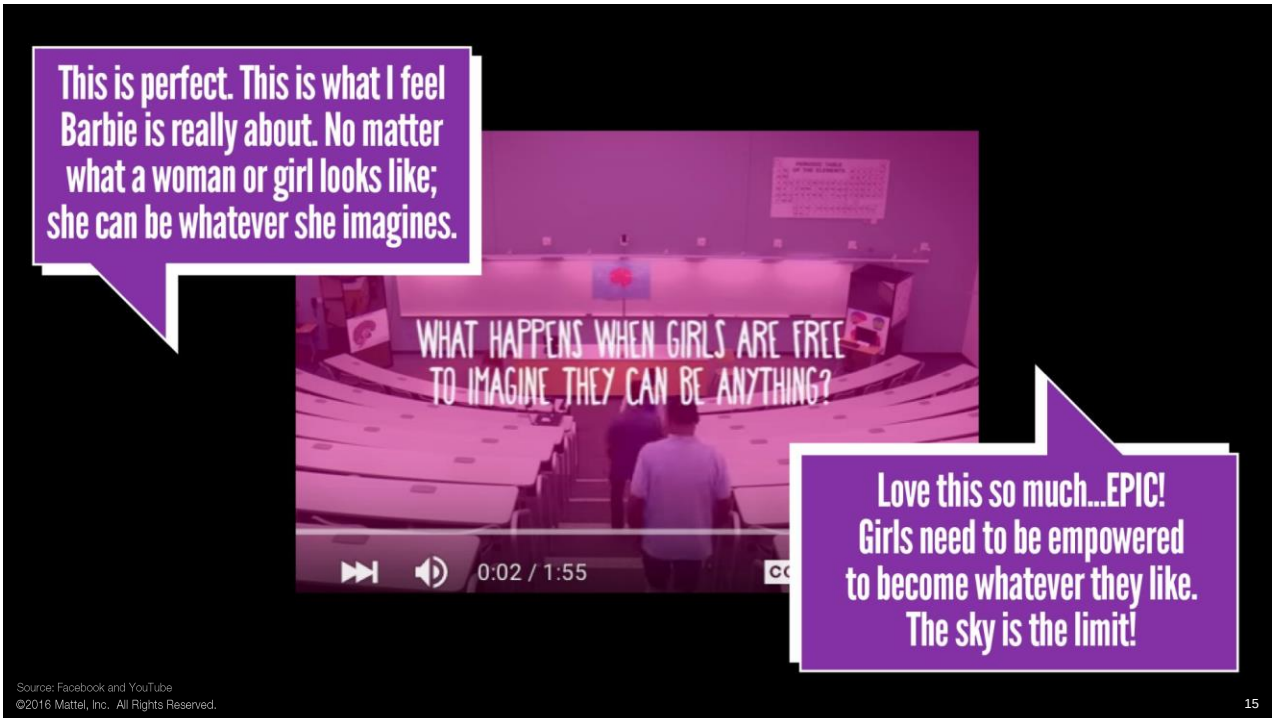

Source: Facebook and YouTube

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YOU CAN BE

ANYTHING

Barbie™

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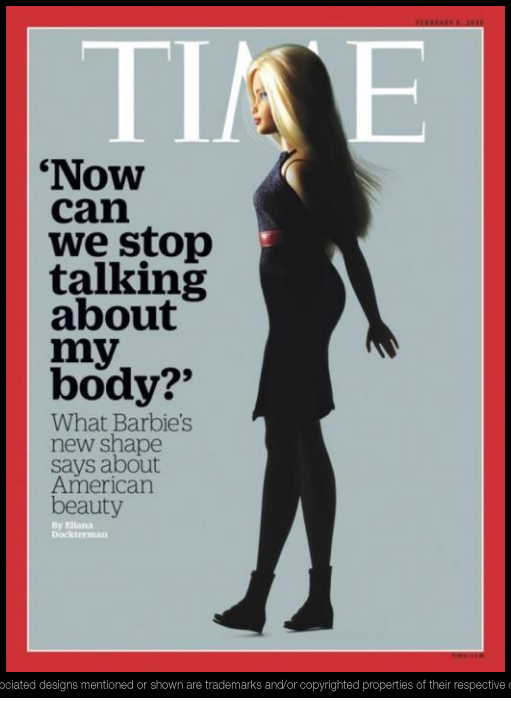

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2015



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2016



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Barbie™

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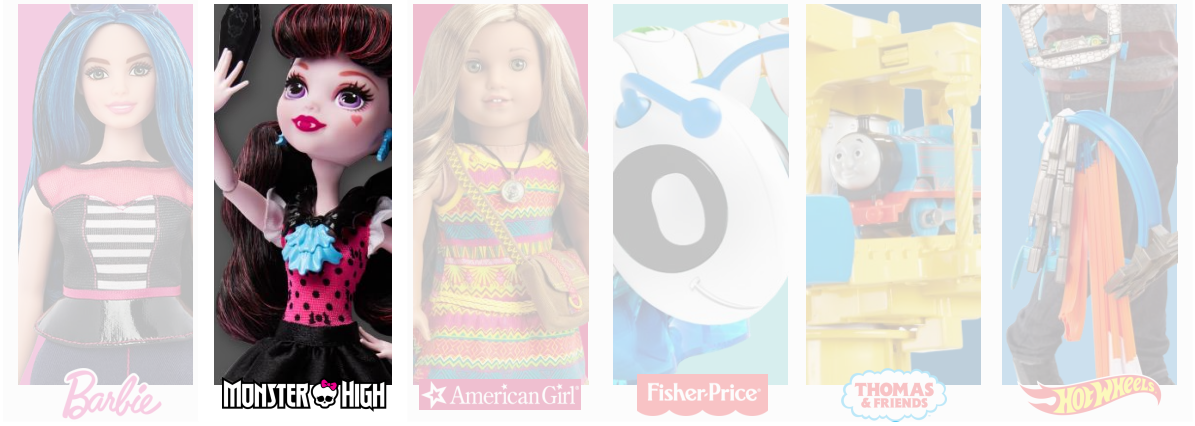

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2016
Fewer, more *innovative* items

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new features form factors



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MONSTER HIGH™

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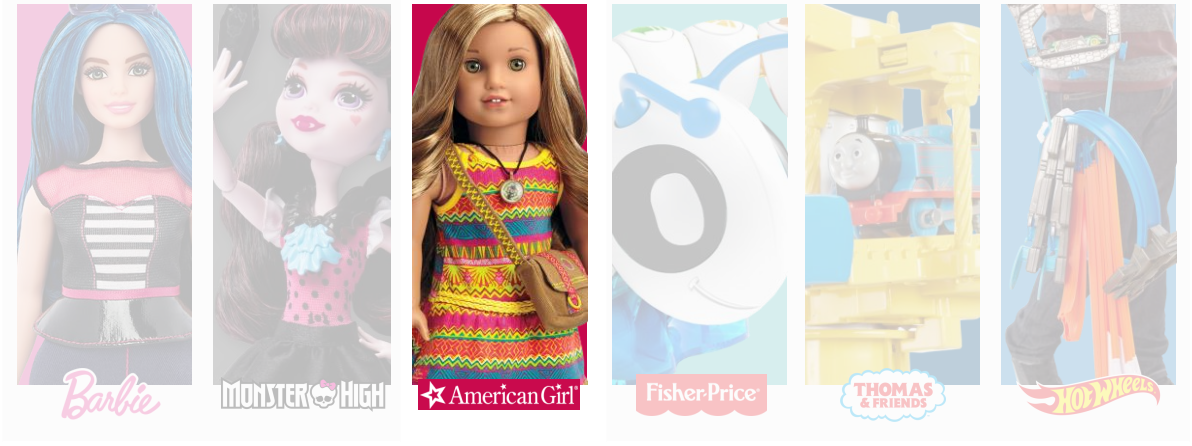

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address price / value

improve distribution

expand consumer engagement

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American Girl®

+

amazonstudios®

live action specials & episodic content

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Wellie wishers
from American Girl

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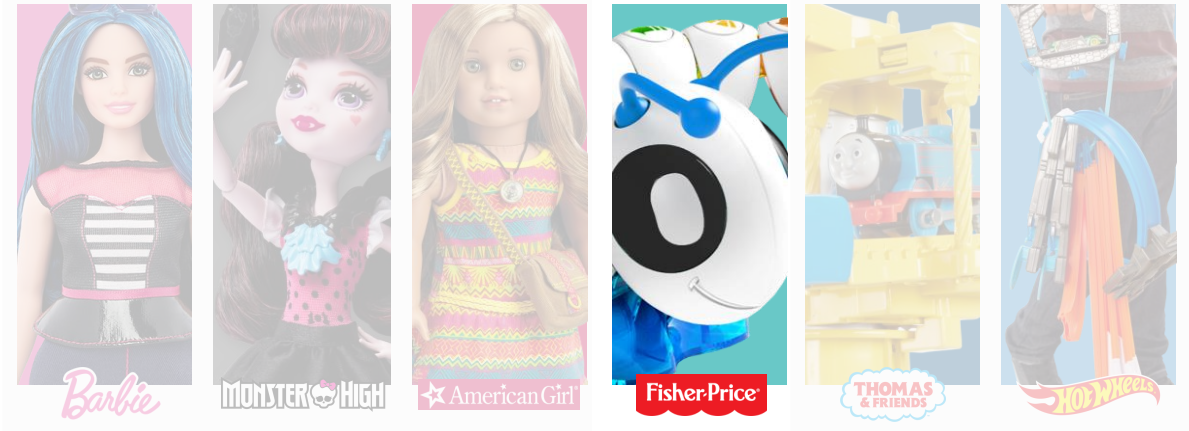

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we are an early childhood development company

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fp
best
start
possible

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Fisher-Price®

best possible start

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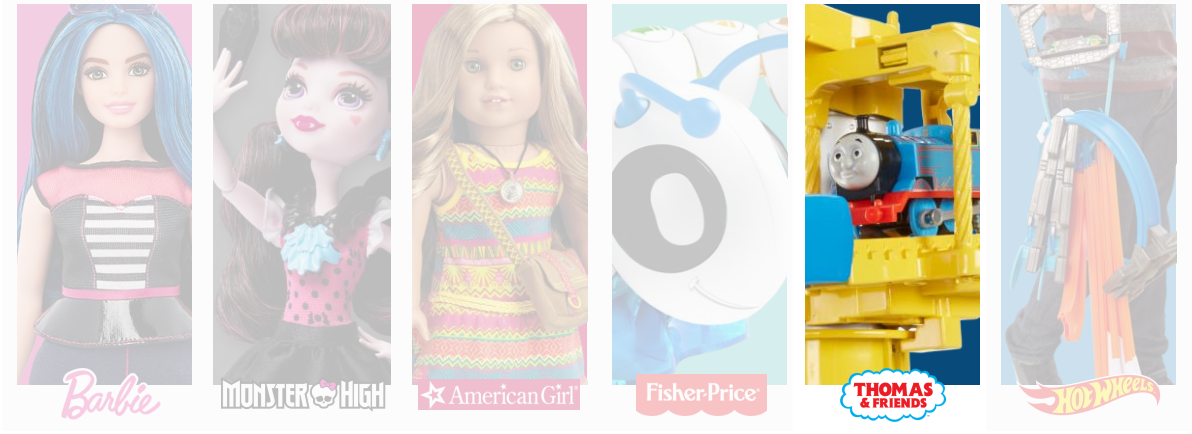

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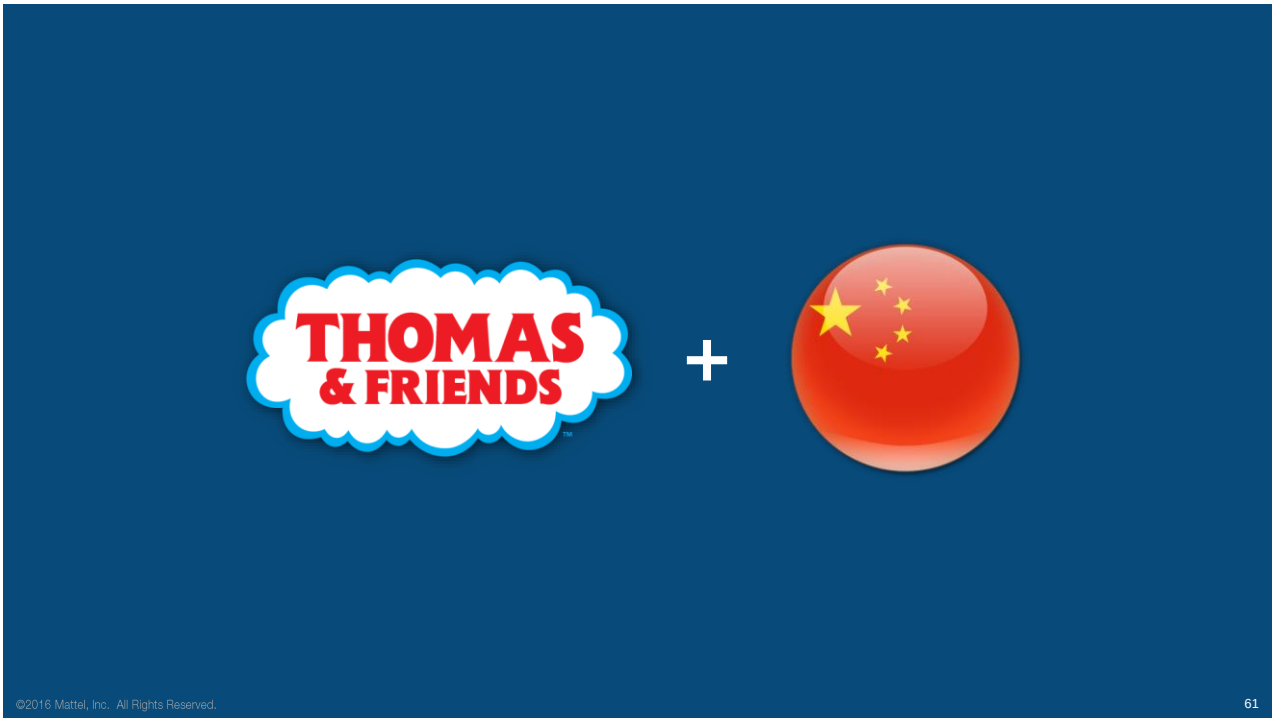

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THOMAS & FRIENDS

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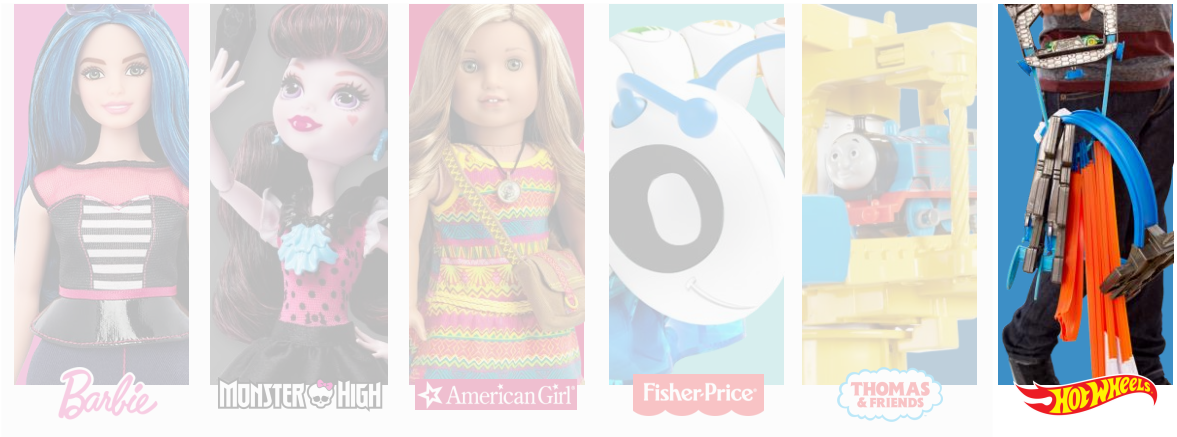

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YouTube HOT WHEELS

2016
200 pieces
of brand content

HOT WHEELS LABS

HOT WHEELS TRACK WARS

HOT WHEELS HACKS







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diecast



Source: The NPD Group/Retail Tracking Service – US, Euro 7, and Mexico. Annual 2014. Based on Units.
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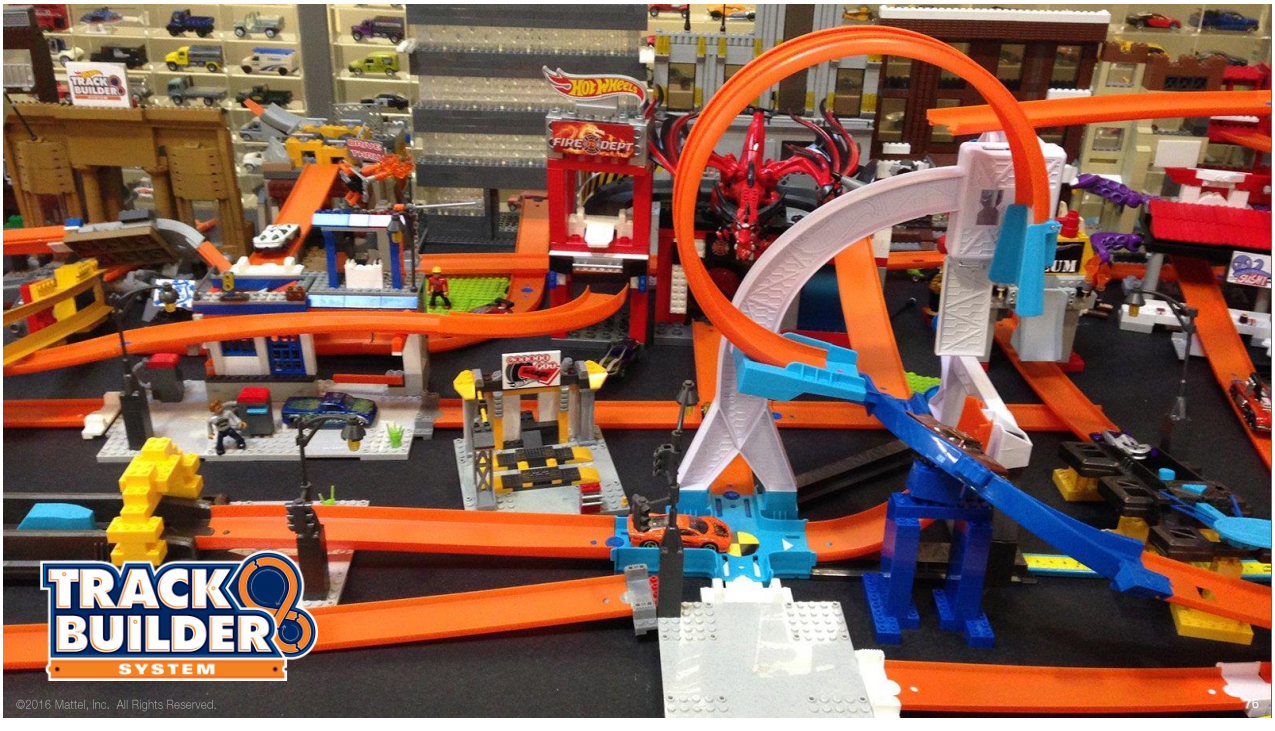

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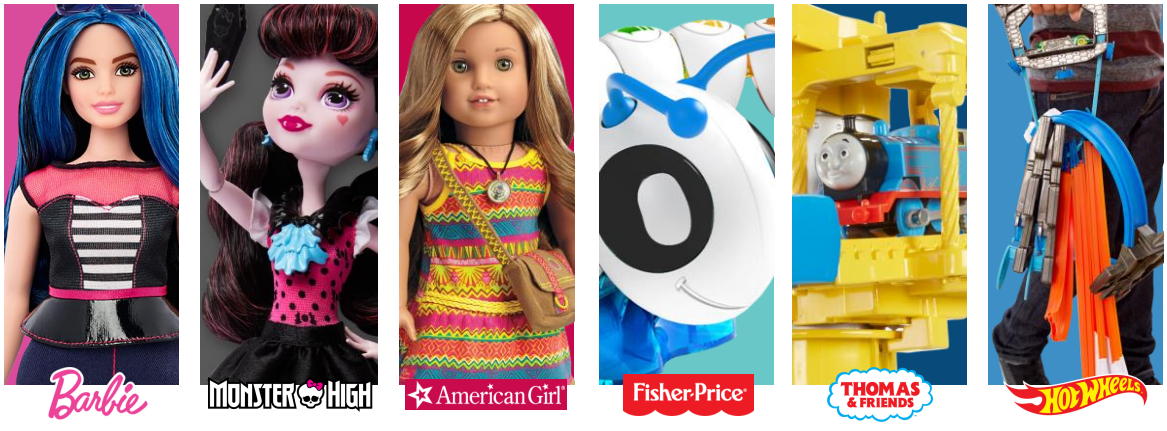

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CORE BRANDS

Barbie · Monster High · American Girl · Thomas & Friends · Fisher-Price · Hot Wheels

+ LICENSING & NEW INITIATIVES

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AUTODESK.

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AUTODESK.

+

THingmaker™



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1 core brand momentum

2 leading partnerships

3 emerging markets

4 innovation & technology



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1 core brand momentum

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leading partnerships 2017-2019



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leading partnerships



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We believe that **Mattel** has the best, deepest and most balanced portfolio in the business, brands and products that are **uniquely connected to childhood**.





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MATTEL

a creations company
that inspires the wonder of childhood

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more
innovative

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more
accountable

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faster
moving

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Mattel2016
setting the foundation for **growth**

vibrant and **evolving** global market

positioned well with **great brands** and **assets**

strong leadership team

culturally aligned and **energized** to win

improved retail and licensed **partnerships**

financially **disciplined**

investing in our future

rewarding our shareholders

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STRATEGIC GAME PLAN GAINING TRACTION

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