Mattel2016

setting the foundation for **growth**

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FORWARD-LOOKING STATEMENTS/REGULATION G

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 2015 Annual Report on Form 10-K, in our quarterly reports on Form 10-9, and 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.

To supplement the 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 used herein may include: gross sales, adjusted other selling and administrative expenses, adjusted operating income (loss) and constant currency. Mattel uses these metrics to analyze its continuing operations and to monitor, assess and identify meaningful trends in its operating and financial performance, and each is discussed in detail on the following page. These measures are not, and should not be viewed as, substitutes for GAAP financial measures. Information required by Regulation G regarding non-GAAP financial measures, including reconciliations of the non-GAAP financial measures to the most directly comparable GAAP financial measures, are included in Mattel's October 19, 2016 earnings release (as exhibits) and earnings slide presentation (as an appendix), which will be available at the time of this presentation in the "Investors" section of our corporate website, http://corporate.mattel.com/, under the subheading "Financial Information – Earnings Releases."

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2016 FALL ANALYST DAY

Chris Sinclair

Chairman & CEO

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STATE OF THE BUSINESS

FINANCIAL PERSPECTIVE & OUTLOOK

CORE BRAND & TOY BOX **STRATEGIES**

GROWTH **ACCELERATORS**

Q&A

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2015
the **transformation** begins

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NEW **VISION**

We see Mattel as **a creations company** that inspires **the wonder of childhood**.

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NEW **MISSION**

We aspire to be the **recognized leader** in play, learning and development **worldwide**.

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NEW **VALUES**

> **Innovation, speed,**
> and **accountability**.

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STRATEGIC PRIORITIES

1. Build powerful brand franchises
2. Establish Toy Box as the partner of choice
3. Develop unmatched commercial excellence
4. Drive continuous cost improvement
5. Rapidly build emerging market leadership

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Mattel is **confident**, **aligned** and **focused**… and building **value** for our shareholders.

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POS & SHIPPING SIGNIFICANTLY IMPROVED & GROWING



Source: Mattel Internal Analysis - excludes Disney Princess

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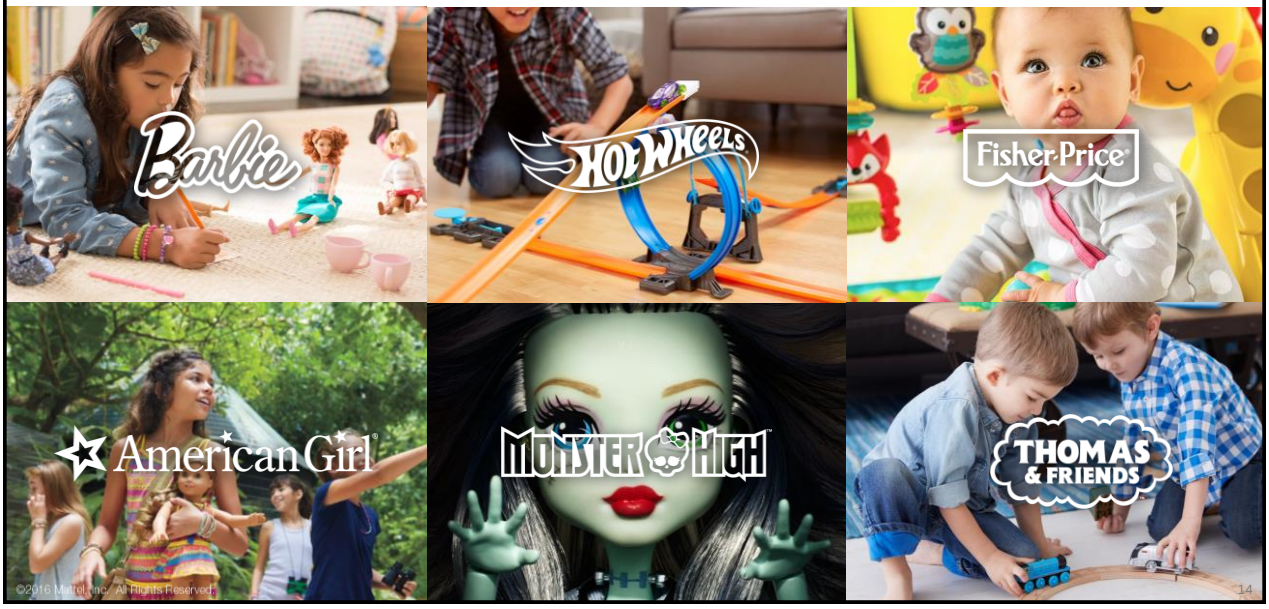
CORE BRANDS ARE BUILDING STRENGTH



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TOY BOX
IS ACCELERATING

TOY BOX
IMAGINATION INSIDE

vibrant entertainment slate

JUSTICE LEAGUE
FAST & FURIOUS
Disney · PIXAR Cars
nick

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INCREASED SPACE & MERCHANDISING WITH KEY RETAIL AND ONLINE CUSTOMERS

Source: Source: Mattel Internal Analysis
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DRIVING
EMERGING
MARKET
GROWTH

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IMPROVED
COST STRUCTURE



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MANAGED P&L AND BALANCE SHEET



REINVEST
IN GROWTH

SUPPORT
THE DIVIDEND

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“We’re poised for a **much improved** outlook in 2017 and beyond.”



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2017 FOCUS

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

RE-ANCHOR — STRONG POSITIONINGS

IMPROVE — CONTENT & CONNECTIONS WITH CONSUMERS

BUILD — MORE INNOVATION AND EXCITEMENT

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2017 FOCUS

TOY BOX — IMAGINATION INSIDE

Disney · Microsoft · Universal · nick · SONY · WB · WWE

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2017 FOCUS

strong new **leadership**

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GLOBAL POPULATION GROWTH

CONTINUING INCREASING DEMAND FOR TOYETIC PER CAPITA ENTERTAINMENT AND CONTENT INCOME

INCREASING PARENTAL FOCUS ON CHILD DEVELOPMENT AND LEARNING

RISE OF CONSUMERISM

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GLOBAL POPULATION GROWTH

CONTINUING INCREASING DEMAND FOR TOYETIC PER CAPITA ENTERTAINMENT AND CONTENT INCOME

INCREASING PARENTAL FOCUS ON CHILD DEVELOPMENT AND LEARNING

ROBUST OUTLOOK

RISE OF CONSUMERISM

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MATTEL®

WELL POSITIONED

PEOPLE

RE-INVIGORATED CULTURE

STRATEGIC PRIORITIES

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