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 subsidiaries' 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, political and 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 2016 quarterly reports on Form 10-Q, 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 margin 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 January 24, 2017 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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MATTEL

2017 NEW YORK TOY FAIR

Kevin Farr
Chief Financial Officer

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2017 | outlook

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“We expect to see **strong top-line growth** and **modest operating margin expansion**.”

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2017 OUTLOOK | REVENUE

targeting **mid-to-high single-digit growth**



Headwinds include foreign exchange, retail inventory and declines in Monster High

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2017 OUTLOOK | SALES ADJUSTMENTS

targeting **Down slightly year-over-year**

better **demand planning** and **sourcing systems** to ensure that the **right inventory** is in the **right place** at the **right time**

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2017 OUTLOOK | GROSS MARGIN

targeting **year-over-year improvement**

SCALE	FIXED SUPPLY CHAIN COST BASE
PRICE	STRATEGICALLY FOR FOREIGN EXCHANGE & INFLATION
IMPROVE	SUPPLY CHAIN COST STRUCTURE & PRODUCTIVITY

Partially offset by foreign exchange & mix

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FOCUSED ON REDUCING COSTS, INCREASING EFFICIENCIES & IMPROVING PRODUCTIVITY

AREAS OF FOCUS

- DESIGN
- TOOLING
- AUTOMATION
- SOURCING
- LOGISTICS

TWO-YEAR GROSS SAVINGS TARGET: $240M
2017 GROSS SAVINGS TARGET: $120M

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2017 OUTLOOK | ADVERTISING

targeting **11%-13%** Low end of historical range

REDUCED AD SPEND DUE TO ROBUST LICENSED ENTERTAINMENT SLATE	LEVERAGING CONTENT EXECUTION TO ENHANCE CONSUMER ENGAGEMENT
WB, DC, Disney Pixar Cars, Fast & Furious, nick	amazonstudios, dhx media

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2017 OUTLOOK | ADJUSTED SG&A

continue to tightly manage adjusted SG&A

LEVERAGE COST SAVINGS INITIATIVES

SIMPLIFYING AND STREAMLINING

REWARD STRONG EMPLOYEE PERFORMANCE

MERIT INCREASES

INCENTIVES

INVEST AHEAD OF GROWTH

TECHNOLOGY

EMERGING MARKETS

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2017 OUTLOOK | ADJUSTED OPERATING MARGIN

targeting **100-200 bps** expansion

> We expect to see **strong top-line growth** & **modest operating margin expansion**.

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2017 OUTLOOK | TAX RATE

targeting **21%** including any discrete tax items

assumes no changes in current tax laws

adoption of new accounting standard related to stock-based compensation may impact rate going forward

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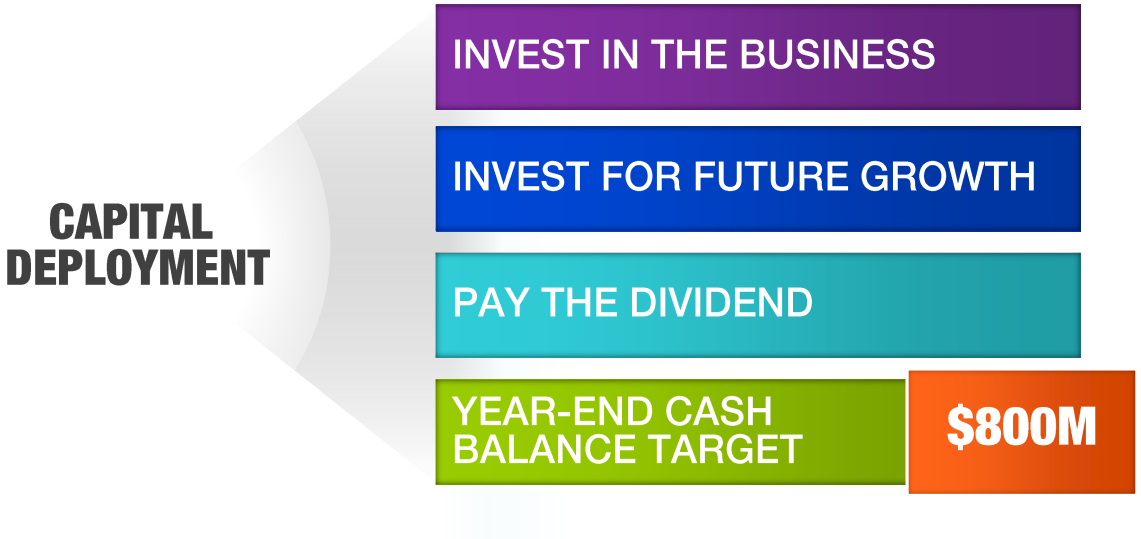
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2017 OUTLOOK | CASH FLOW



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2017 OUTLOOK | BALANCE SHEET



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2017 | OUTLOOK

Q1 results impacted by elevated retail inventory

Q2 improvement driven by launch of Cars 3

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beyond | 2017

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BEYOND 2017

targeting

long-term operating margin objective of

15%-20%

CORE BRAND AND TOY BOX GROWTH

Barbie, Hot Wheels, Fisher-Price, Toy Box, Thomas & Friends, American Girl, MEGA

SOLID LICENSED ENTERTAINMENT LANDSCAPE

Jurassic World, Warner Bros., DC, Toy Story 4, Cars

INVESTMENTS IN TECHNOLOGY AND EMERGING MARKETS



CONTENT AND STRATEGIC PARTNERSHIPS

Alibaba.com, amazon.com, amazonstudios, dhx media, 9story Entertainment

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MATTEL | 2017

MATTEL®

- ✓ CORE BRAND MOMENTUM
- ✓ ROBUST ENTERTAINMENT SLATE
- ✓ EMERGING MARKET GROWTH
- ✓ STRONG LEADERSHIP

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