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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2017 NEW YORK TOY FAIR

Susie Lecker

EVP | Chief Brand Officer – Toy Box

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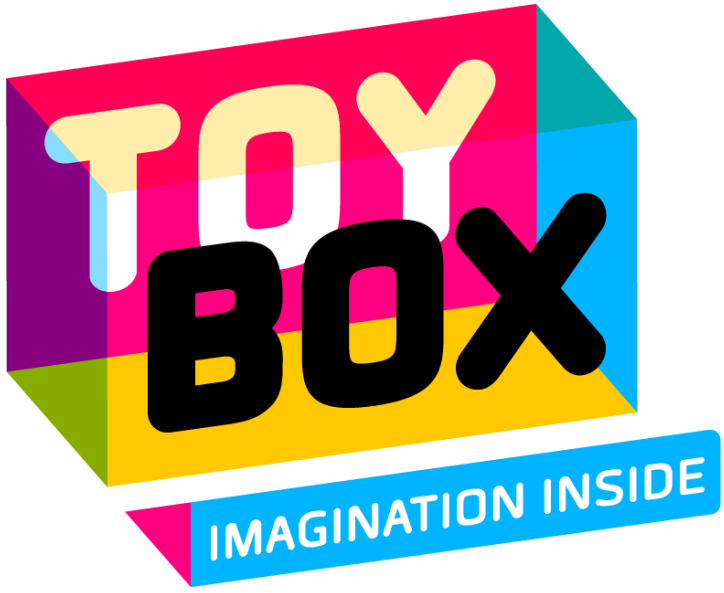

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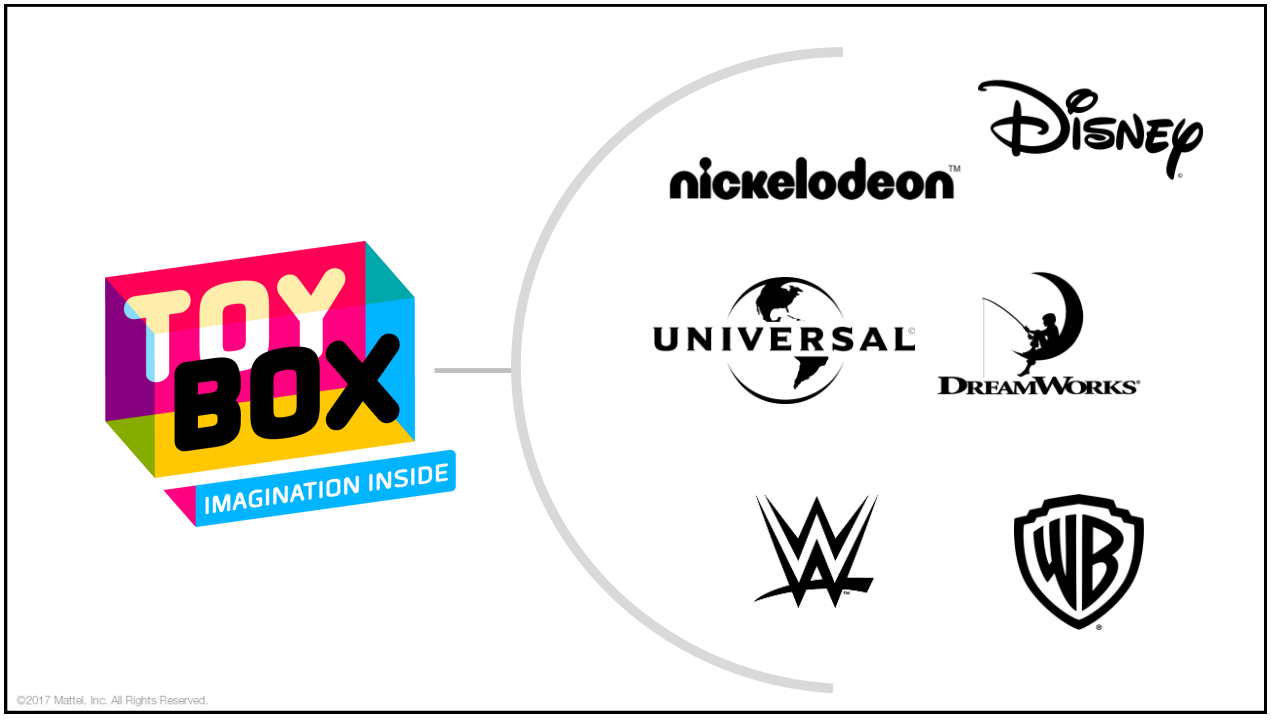



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be the **best** partner



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INVENTION

UNAPOLOGETICALLY HOT BRANDS

ITEMS NEWS

PHENOMENON

FRESHNESS

ENDURING

RISKS

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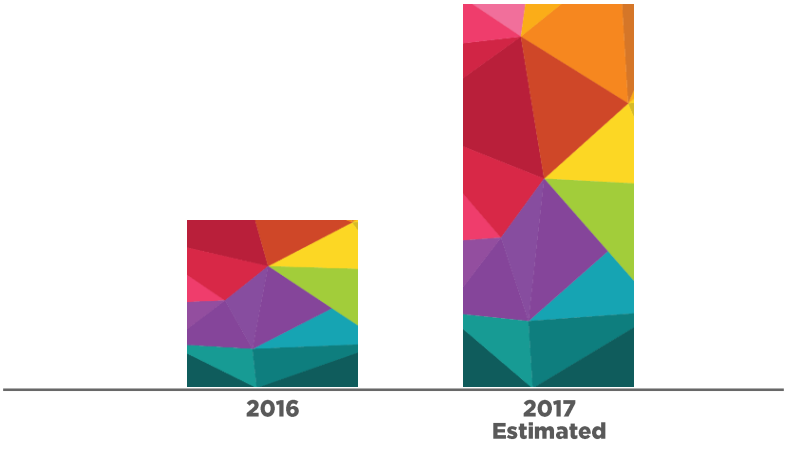
2017 Growth



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3 key strategies



invent
new categories
& pioneer
relationships



deliver
invention in
key categories



optimize
partner
relationships

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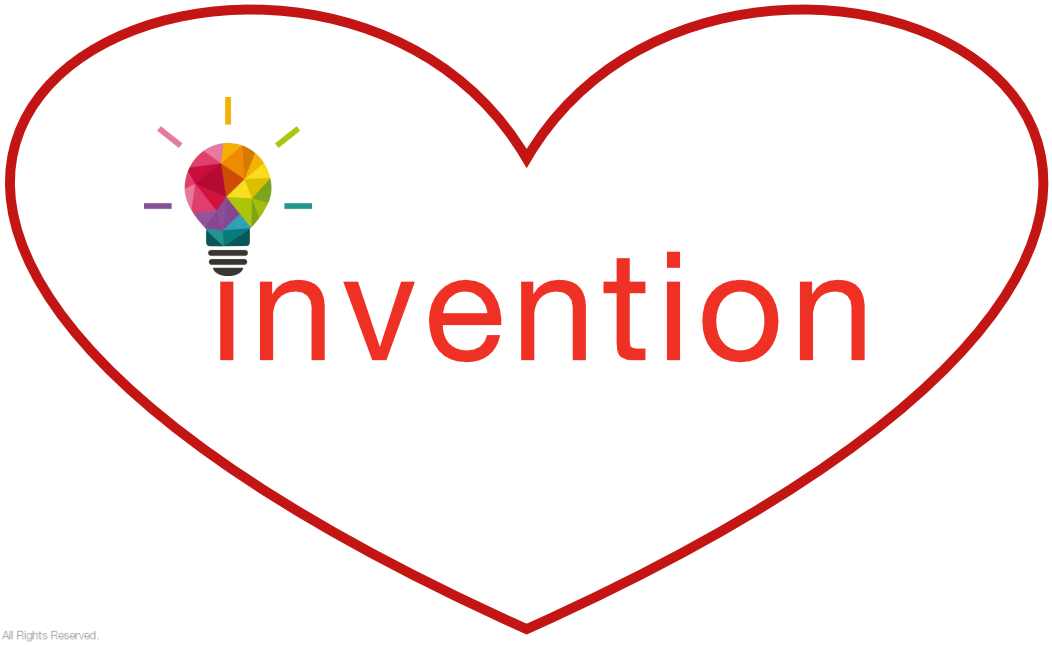

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“invention”

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VIEW-MASTER™

BLOXELS™

Osmo™

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3 key objectives



invent new categories & pioneer relationships



deliver invention in key categories



optimize partner relationships

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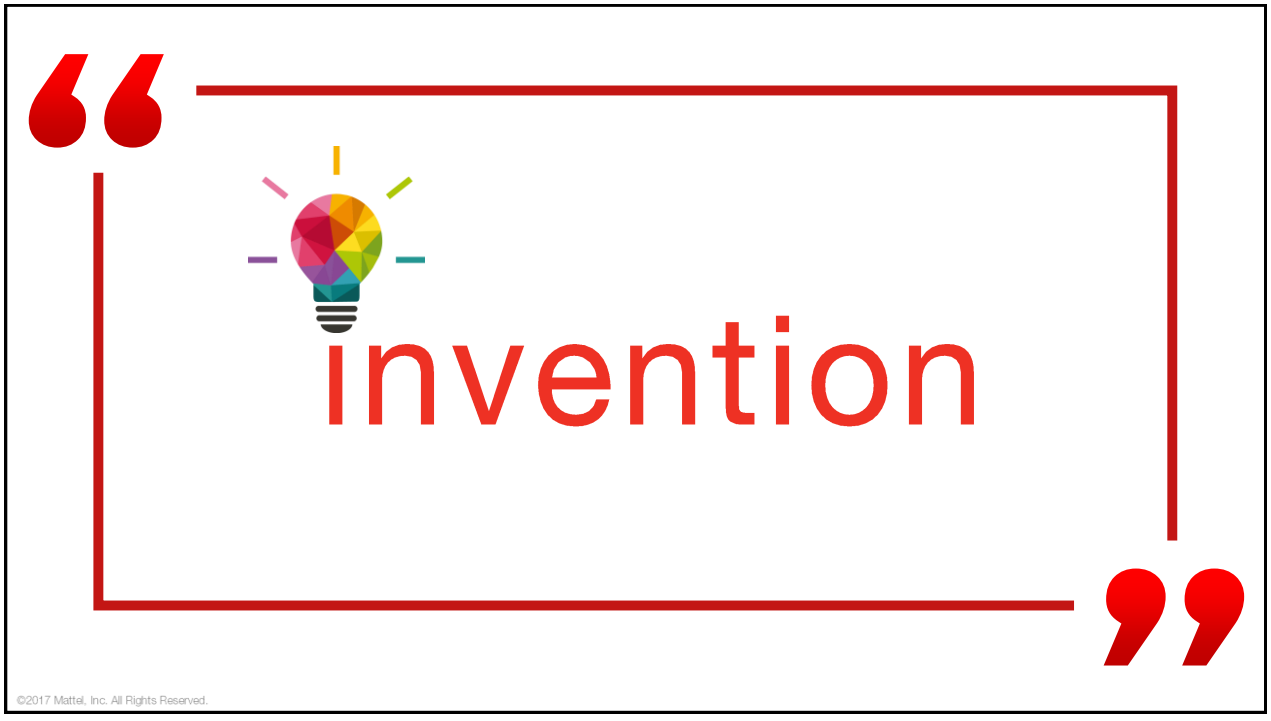

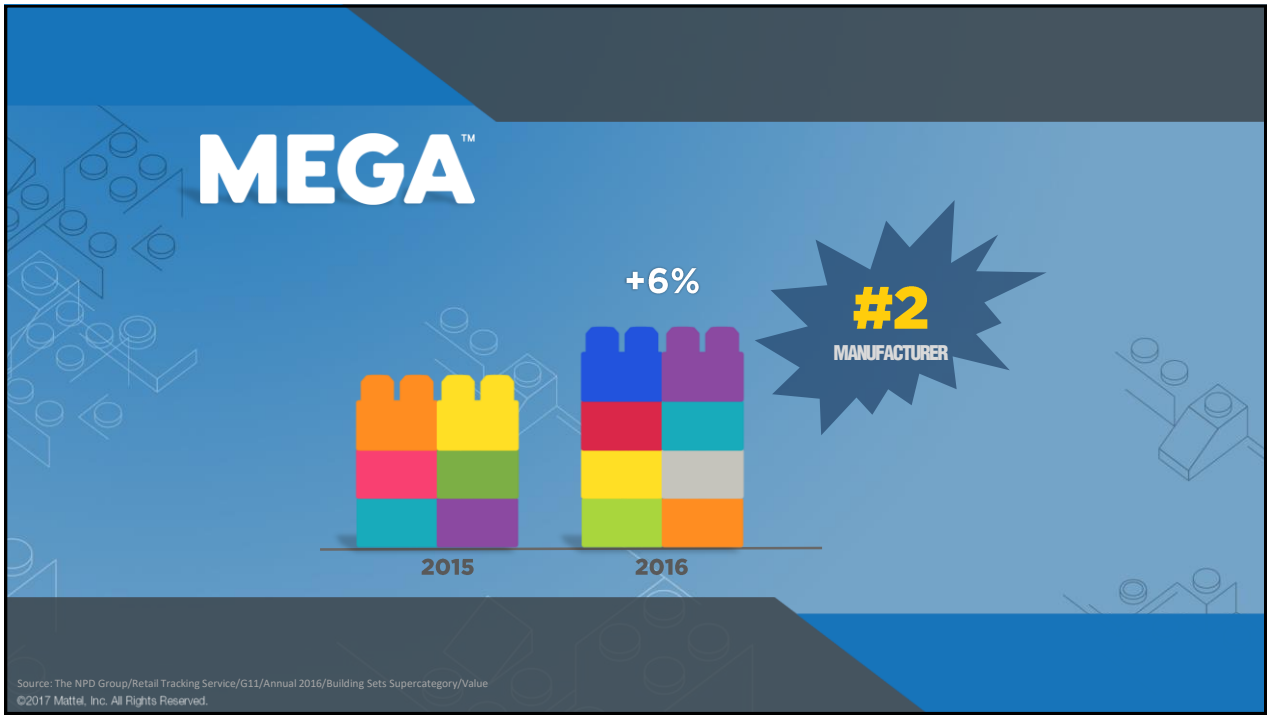

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MEGA™

BRAND FRAMEWORK

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HOW MIGHT WE DEVELOP

A BREAKTHROUGH CONSTRUCTION BRAND,

THAT IS MEANINGFUL IN THE CATEGORY?

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MEGA CONSTRUX Build Beyond

DETAIL & AUTHENTICITY TO DIFFERENTIATE



Articulated Figures



Authentic Vehicles



Iconic Locations

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MEGA CONSTRUX Build Beyond

COLLECTIBLE SCALE



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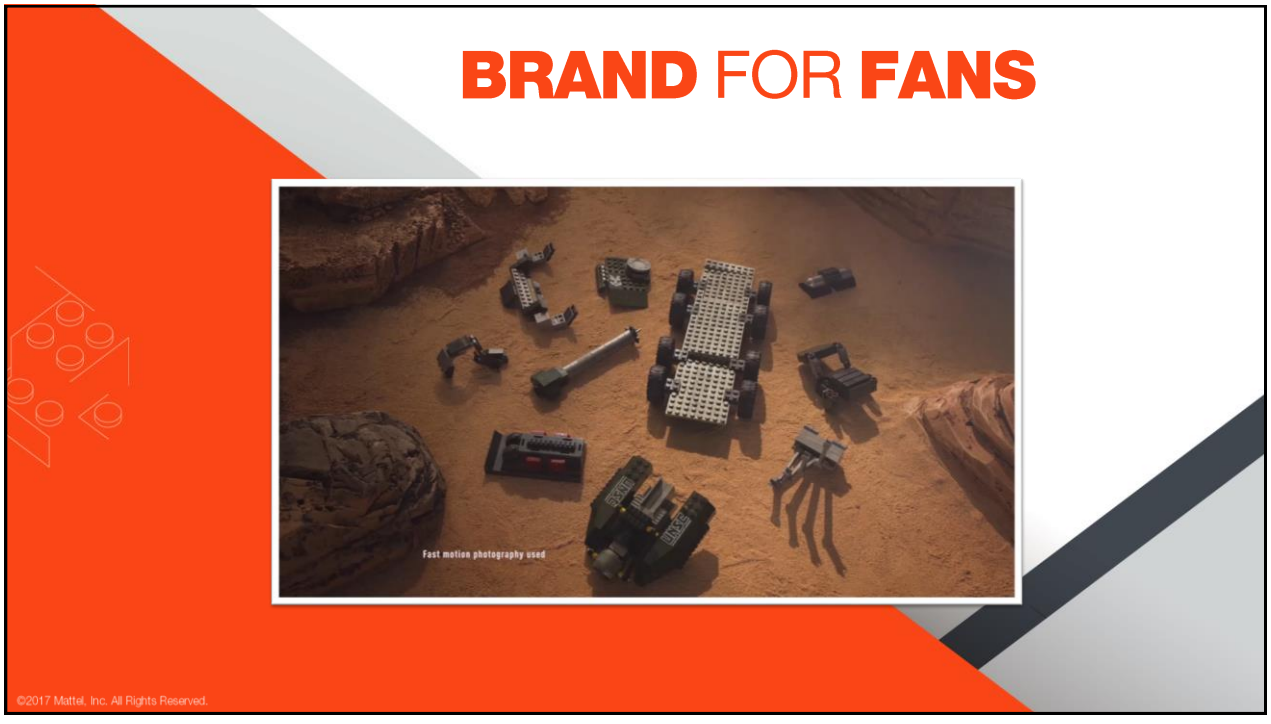

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MEGA CONSTRUX Build Beyond

ALL TIED BACK TO WINNING AT RETAIL



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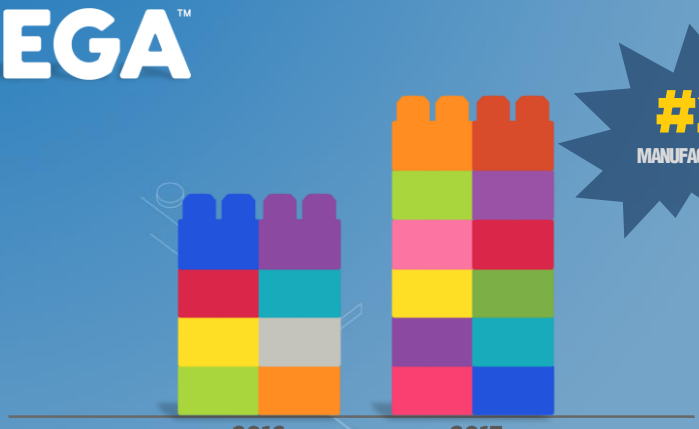
MEGA™



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3 key objectives

invent
new categories
& pioneer
relationships

deliver
invention in
key categories



optimize
partner
relationships

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nickelodeon™



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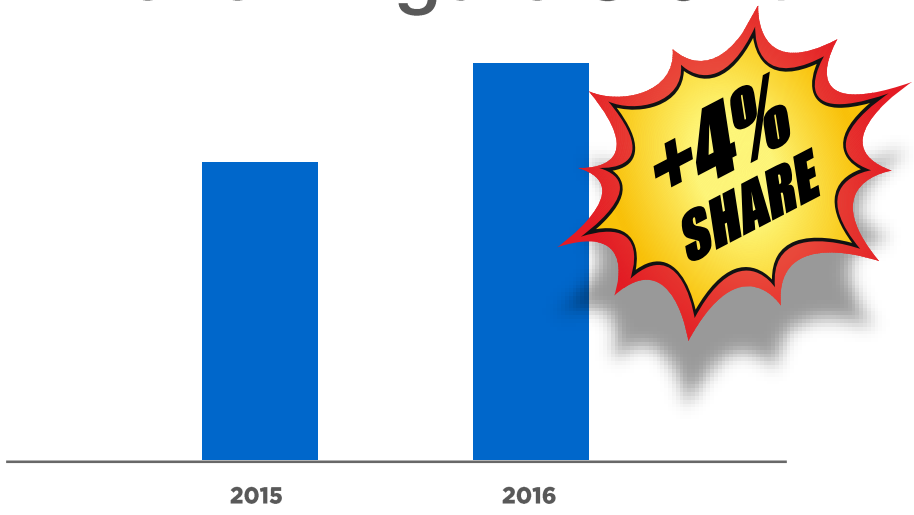
2017 Action Figure Growth



Source: The NPD Group/Retail Tracking Service/G11/Annual 2016/Action Figures & Accessories Supercategory/Value

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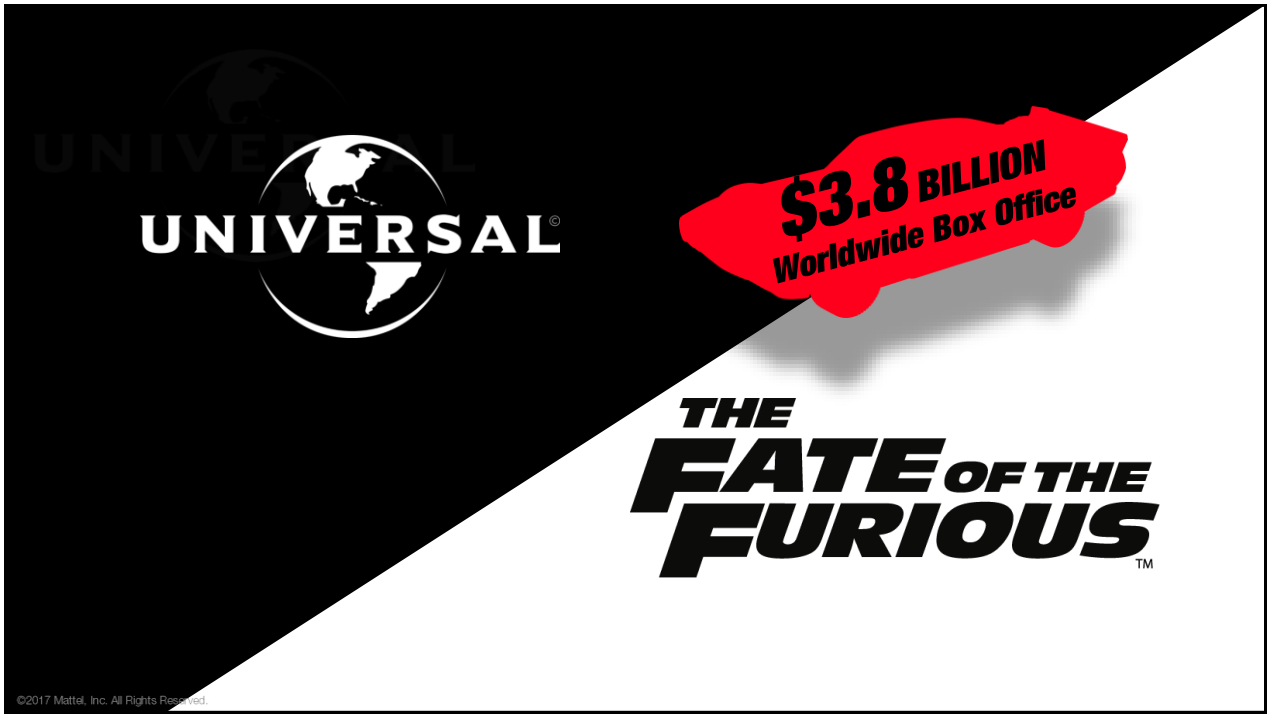



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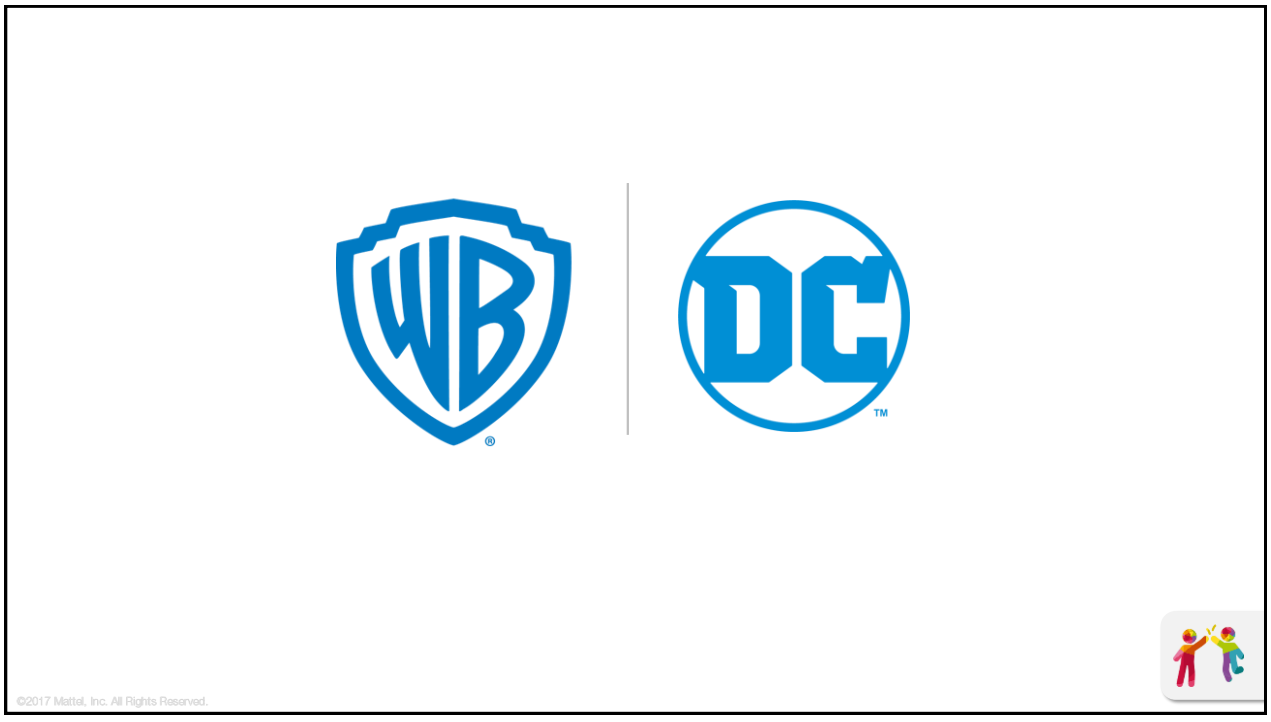

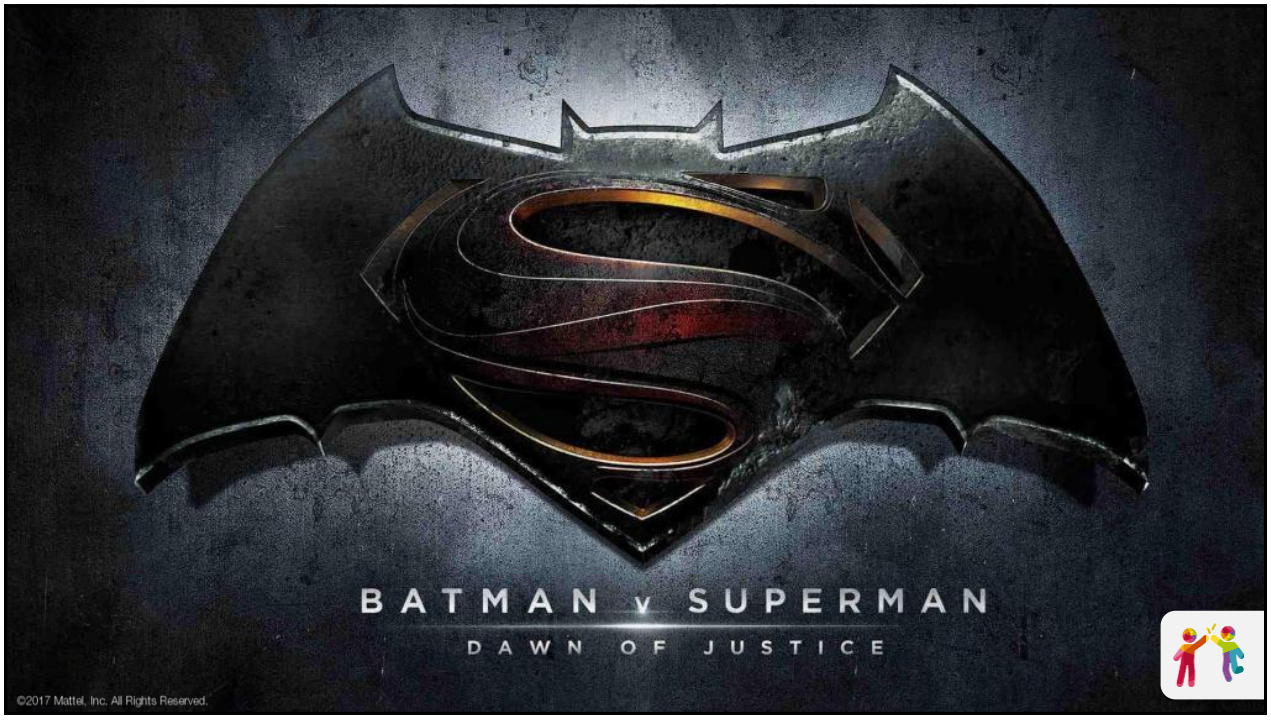

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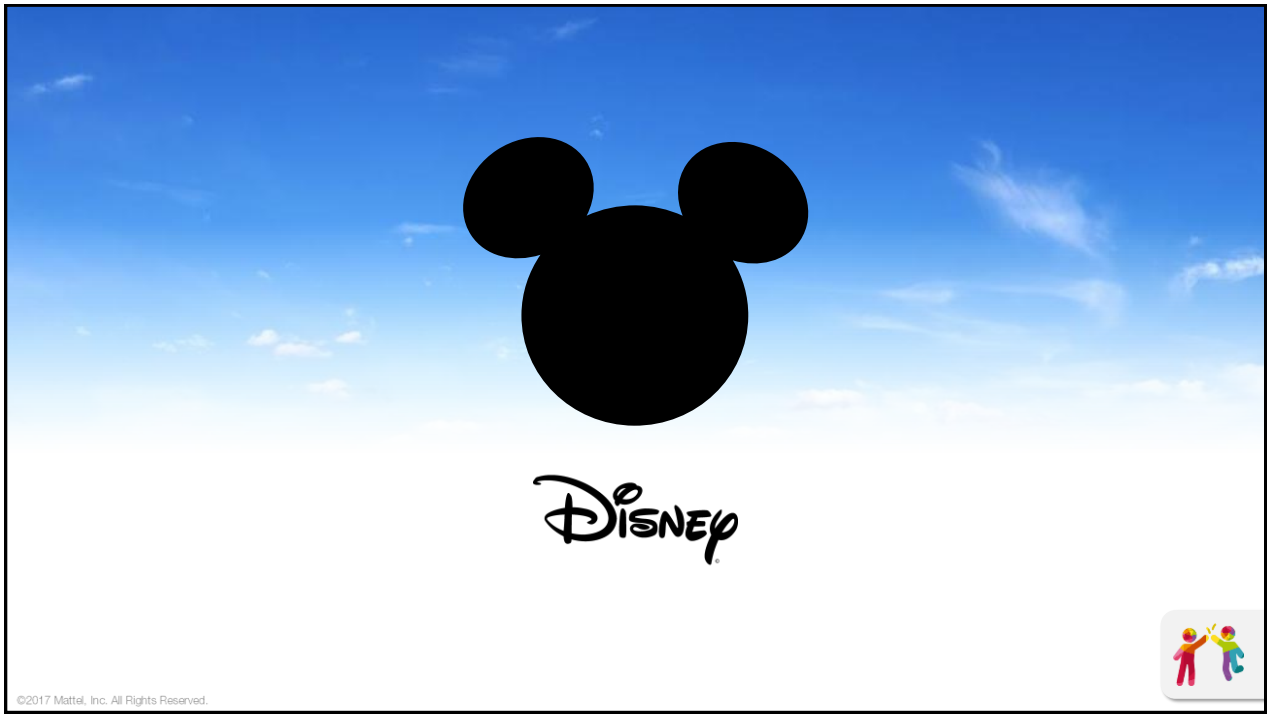



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Mattel2016

lead | play | grow

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