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

Steve Totzke

EVP | Chief Commercial Officer

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Mattel 2017

lead | play | grow

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UNIVERSAL TRUTHS







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AROUND THE WORLD



Source: The NPD Group / Retail Tracking Service and GfK / Top 10 Global Corporate Manufacturers / FY2016

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universal truths | **the perfect toy**

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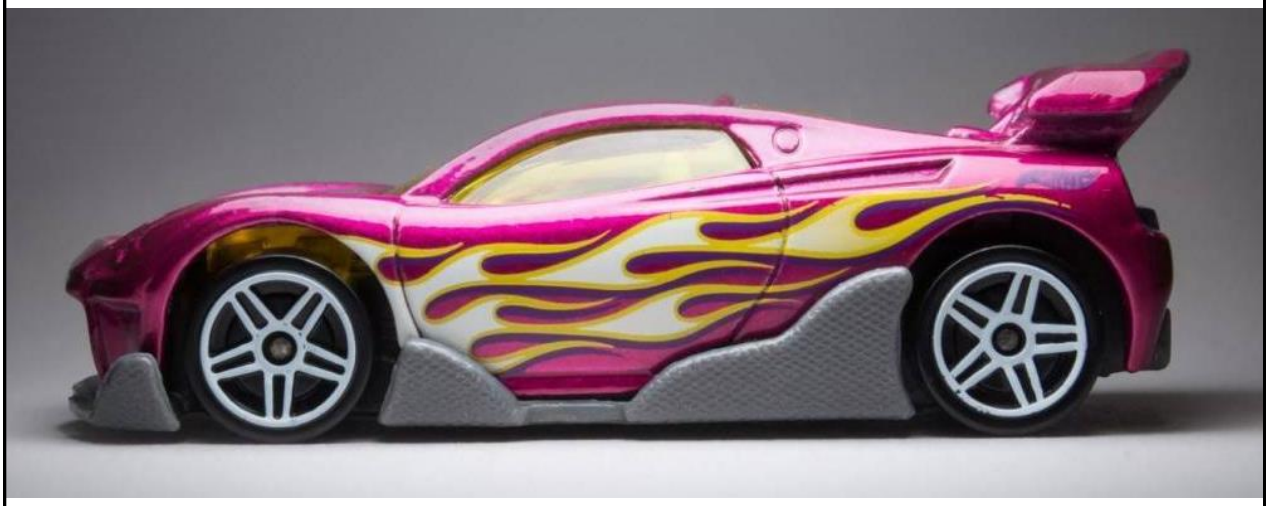
UNIVERSAL TRUTHS | THE PERFECT TOY



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Source: The NPD Group/Retail Tracking Service/US+Euro7+Mex+Can/Annual 2016/Total Toys/Units

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universal truths | **change**

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UNIVERSAL TRUTHS



CHANGE



ACCELERATE

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UNIVERSAL TRUTHS



CHANGE



ACCELERATE

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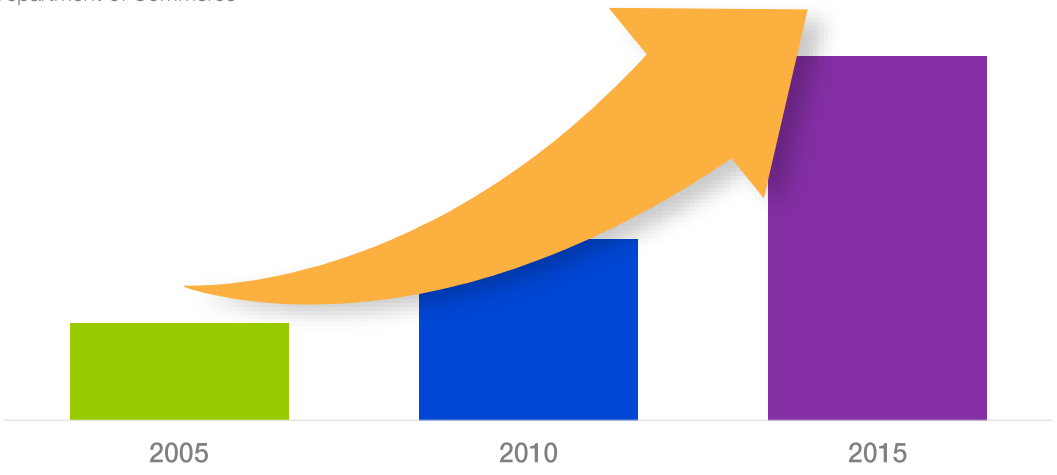
E-COMMERCE | GROWTH

Estimated U.S. Retail Sales E-Commerce
U.S. Department of Commerce



Source: US Department of Commerce

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2016



Source: The NPD Group/Consumer Tracking Service/US/Annual 2016/ Total Online Toys/Dollars

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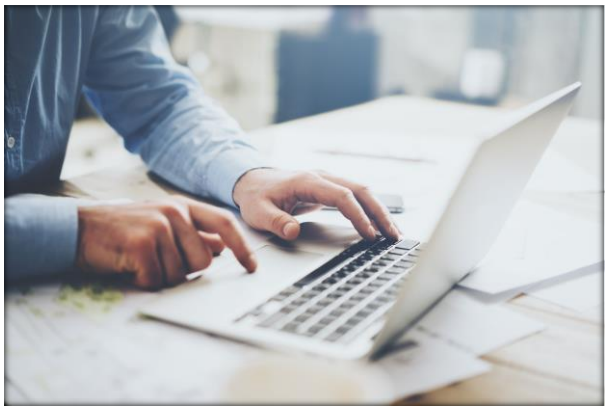

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SHOPPER INSIGHTS



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INSIGHTS-LED | DIGITAL

1. Merchandising Leadership
2. Innovative & Breakthrough Programs
3. Testing, Learning & Adjusting

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INSIGHTS-LED | DIGITAL





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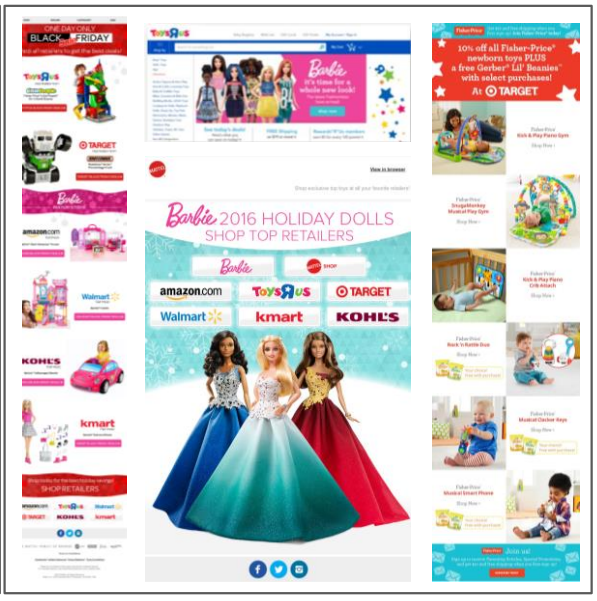
INSIGHTS-LED | DIGITAL





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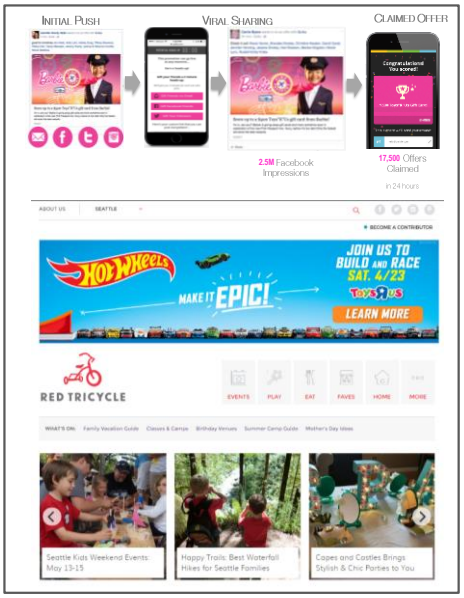
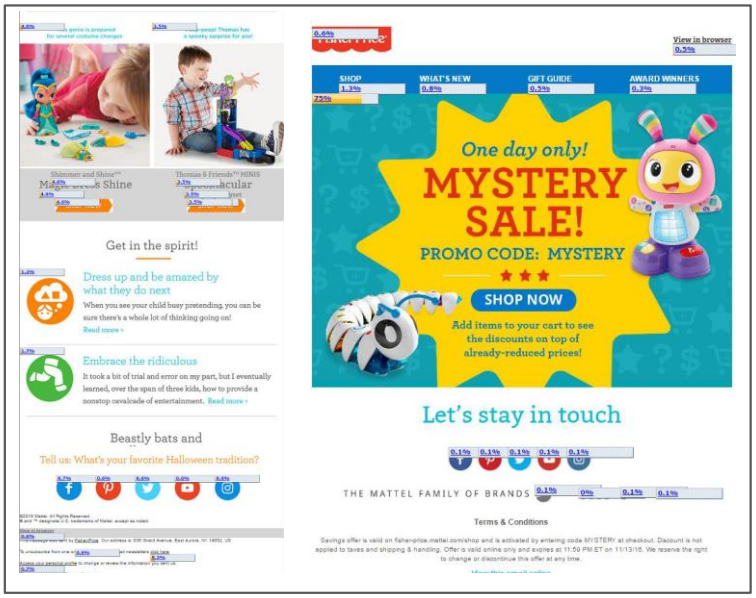
INSIGHTS-LED | DIGITAL





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STRATEGIC PARTNERSHIP

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INSIGHTS-LED | IN-STORE





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INNOVATION MATTEL EXECUTION

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IN-STORE SPACE AND DISTRIBUTION





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IN-STORE SPACE AND DISTRIBUTION







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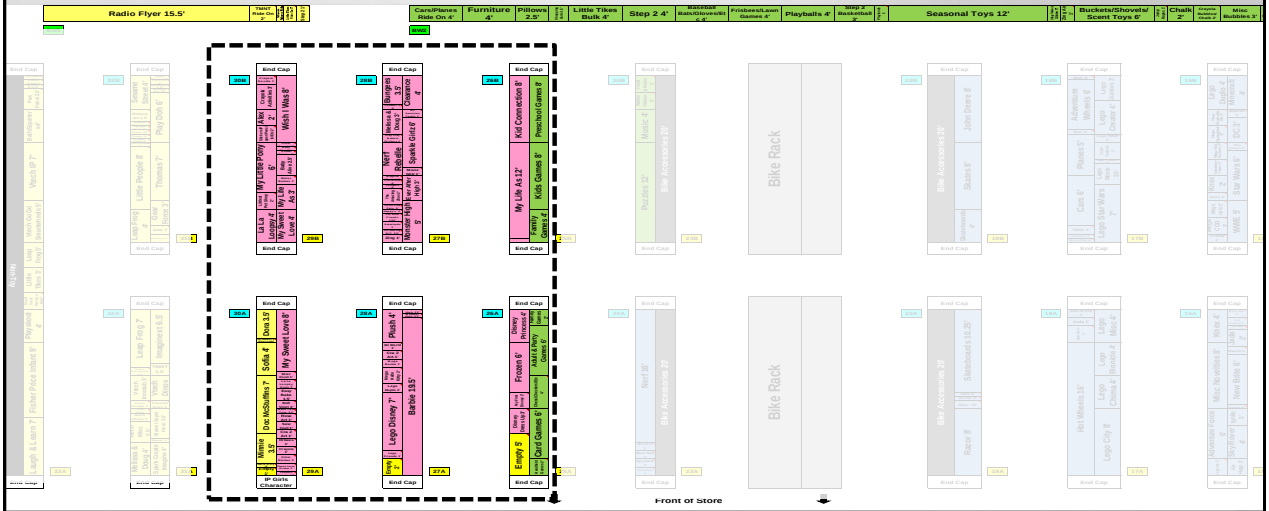
DATA-DRIVEN | FROM THE FRONT DOOR

MATTEL SHOPPER INSIGHTS & ANALYTICS

STORE LAYOUT



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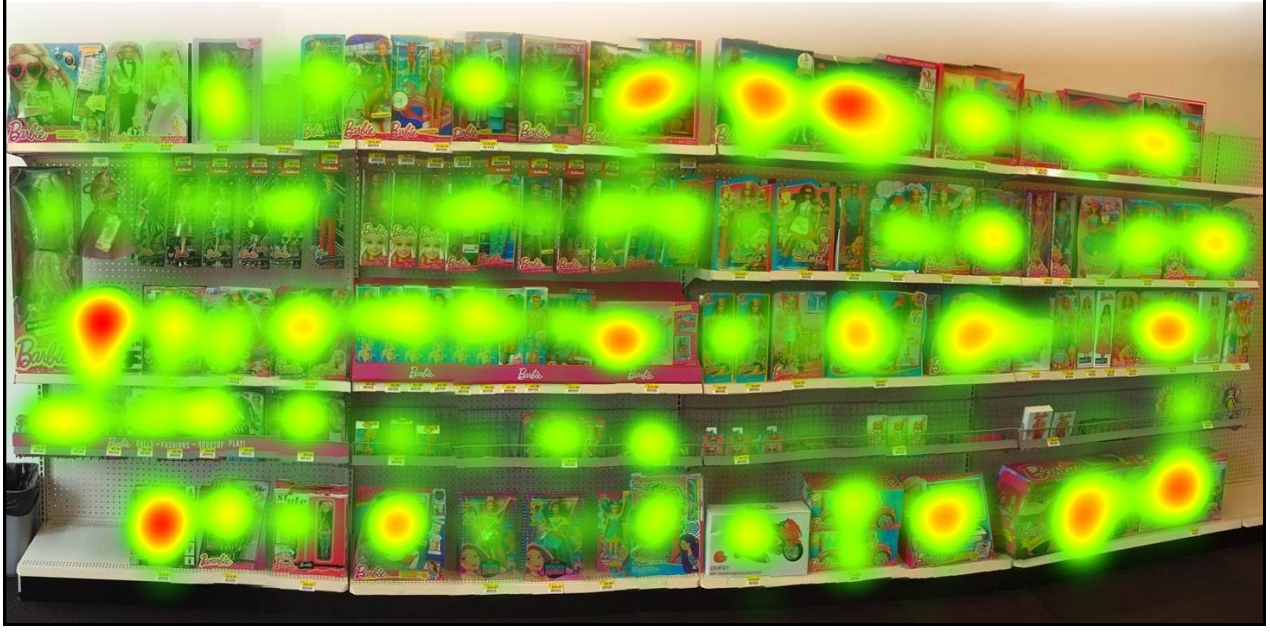
EYE-TRACKING



EYE-TRACKING



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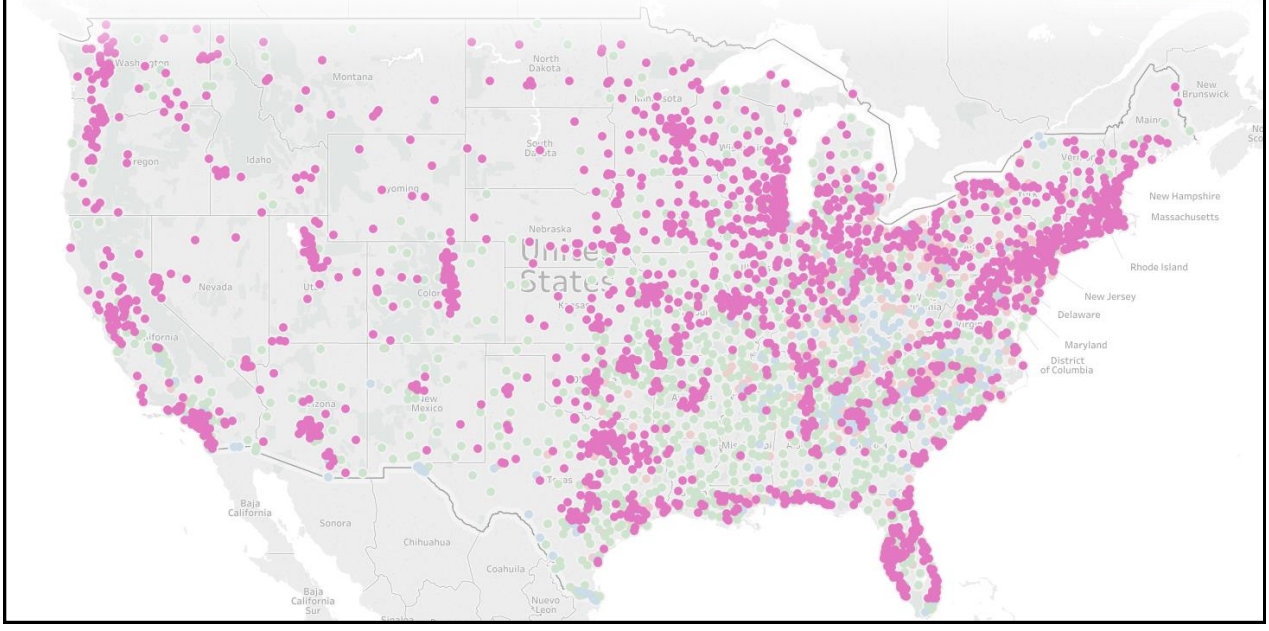
DATA SCIENCE CAPABILITIES



VIRTUAL PLANOGRAM LAB



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VIRTUAL PLANOGRAM LAB



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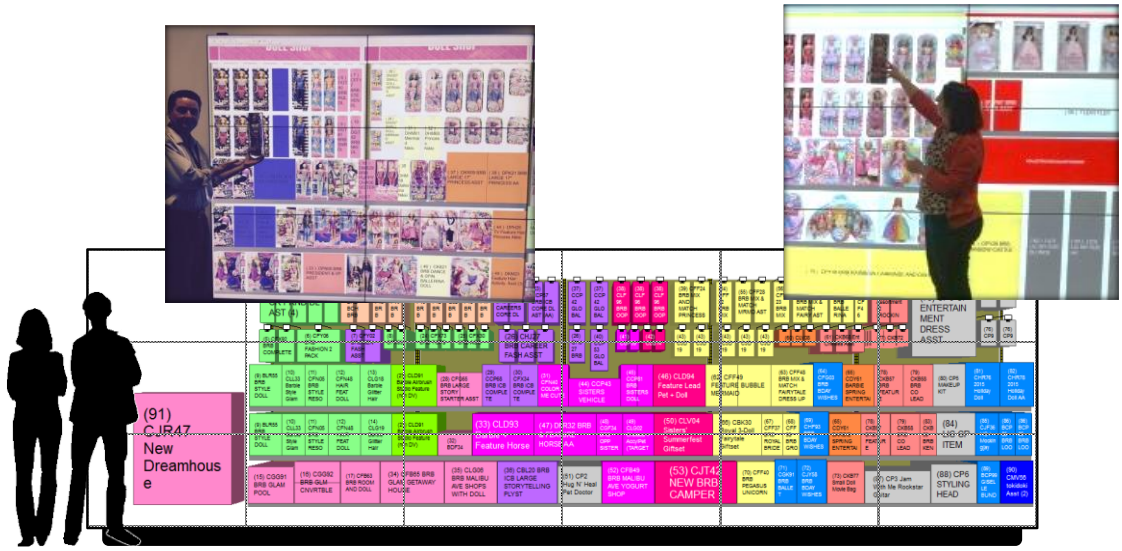

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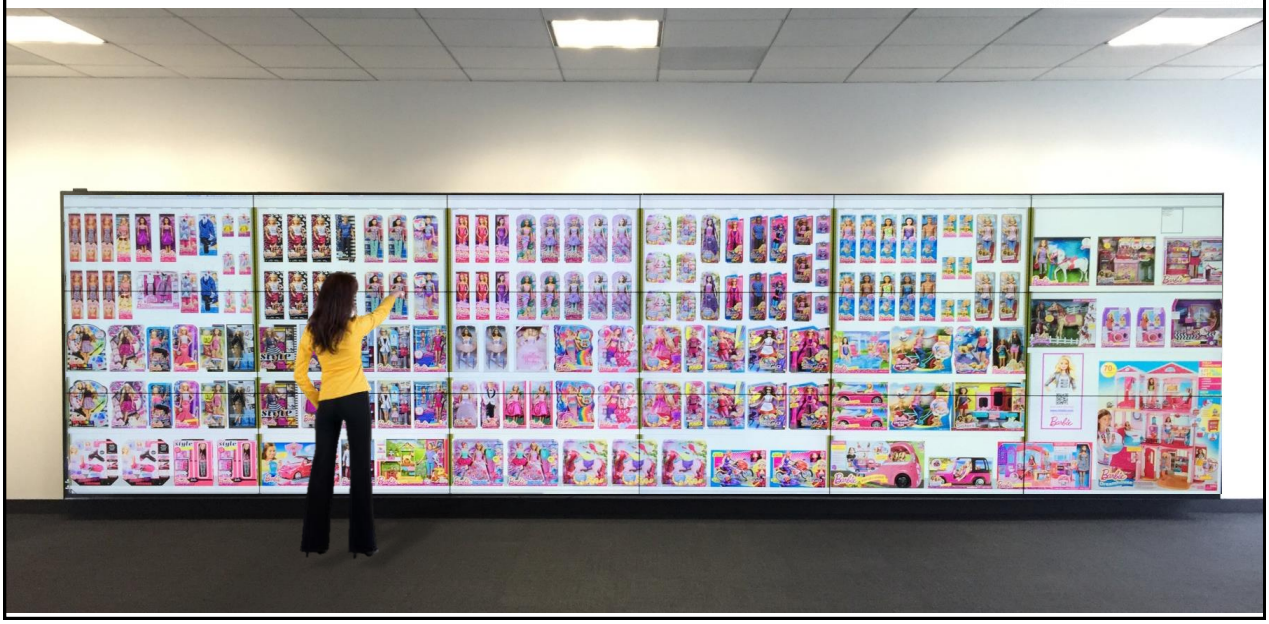

BARBIE AISLE RE-INVENTION



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BARBIE SHOP-IN-SHOP



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FISHER-PRICE SHOP-IN-SHOP





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HOT WHEELS IN-STORE





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FUTURE STATE

CHANGE DRIVERS

Driven by Technology…
Customer-Centric

- Digital
- Personalized
- Real-Time
- Location-Based



IMPLICATIONS

- Merchandising more Interactive & omnichannel
- Packaging will communicate to smart phone
- Promotions triggered by presence & personalized
- Pricing will be fluid between consumers

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