Leading the Future of Play

investor day

June 2017



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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 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 2016 Annual Report on Form 10-K, in our 2017 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 measure used herein includes gross sales. Mattel uses this metric to analyze its continuing operations and to monitor, assess and identify meaningful trends in its operating and financial performance. This measure is not, and should not be viewed a, substitute 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 April 20, 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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COO Remarks

Richard Dickson
President and Chief Operational Officer

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Barbie
Hot Wheels
Fisher-Price
Thomas & Friends
American Girl

pivoting from product-centric to brand-centric thinking

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brand purpose
product innovation
consumer engagement
licensed partnerships
commercial execution

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Barbie Hot Wheels Fisher-Price

building
for the
long term

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American Girl | THOMAS & FRIENDS | MEGA

bolster and stabilize

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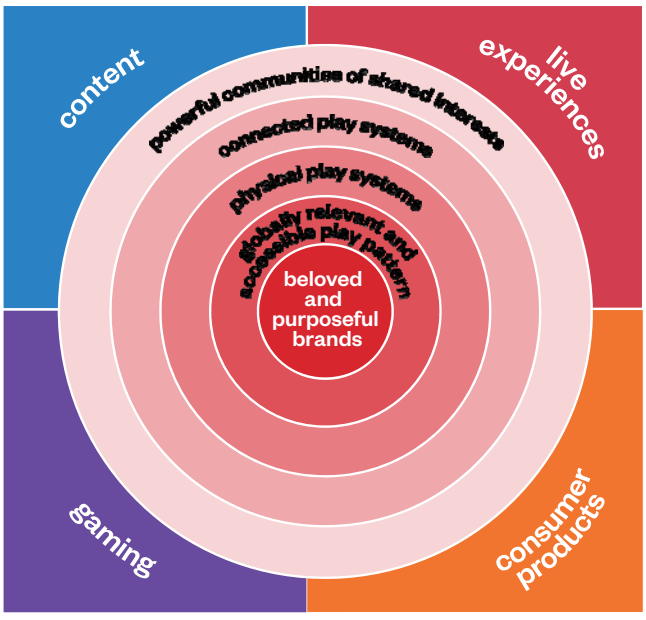
a major brand model pivot

360˚ external focus on acceleration



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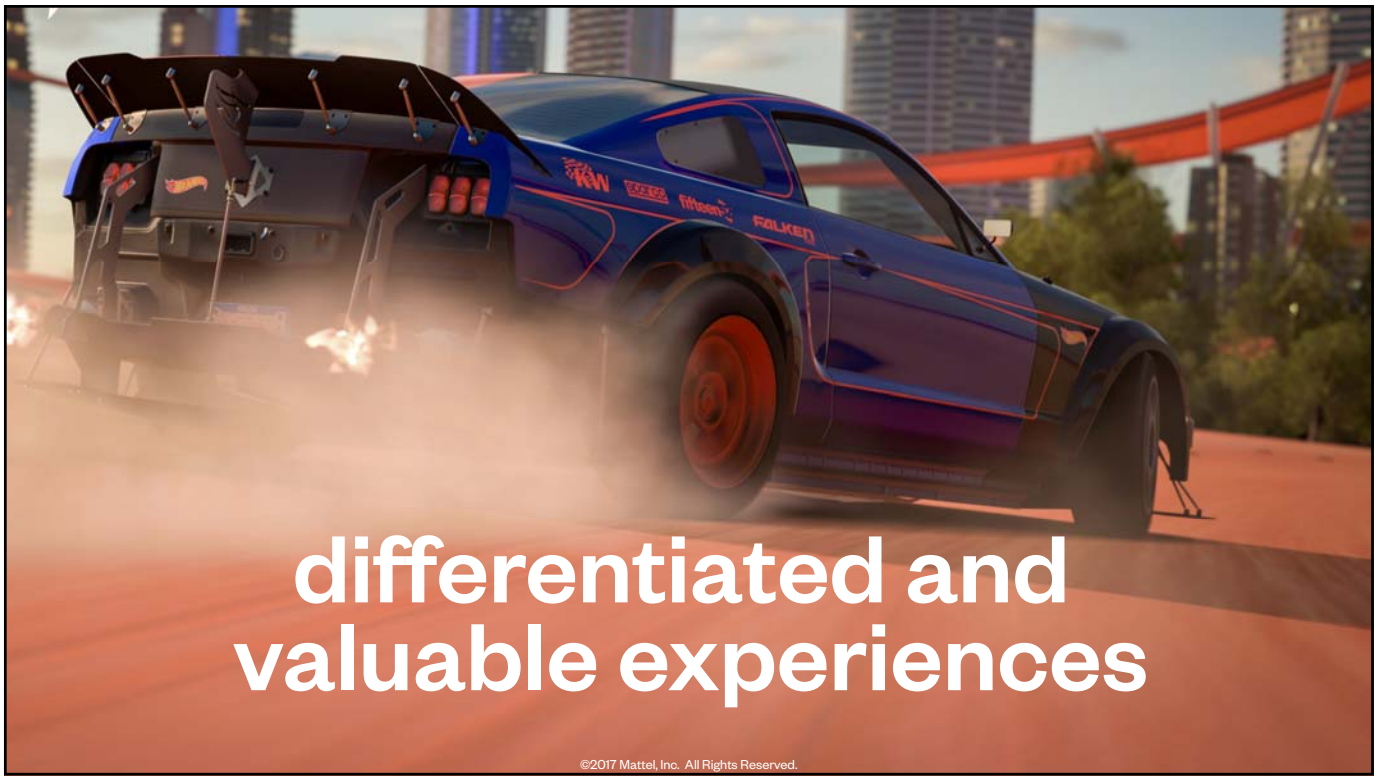

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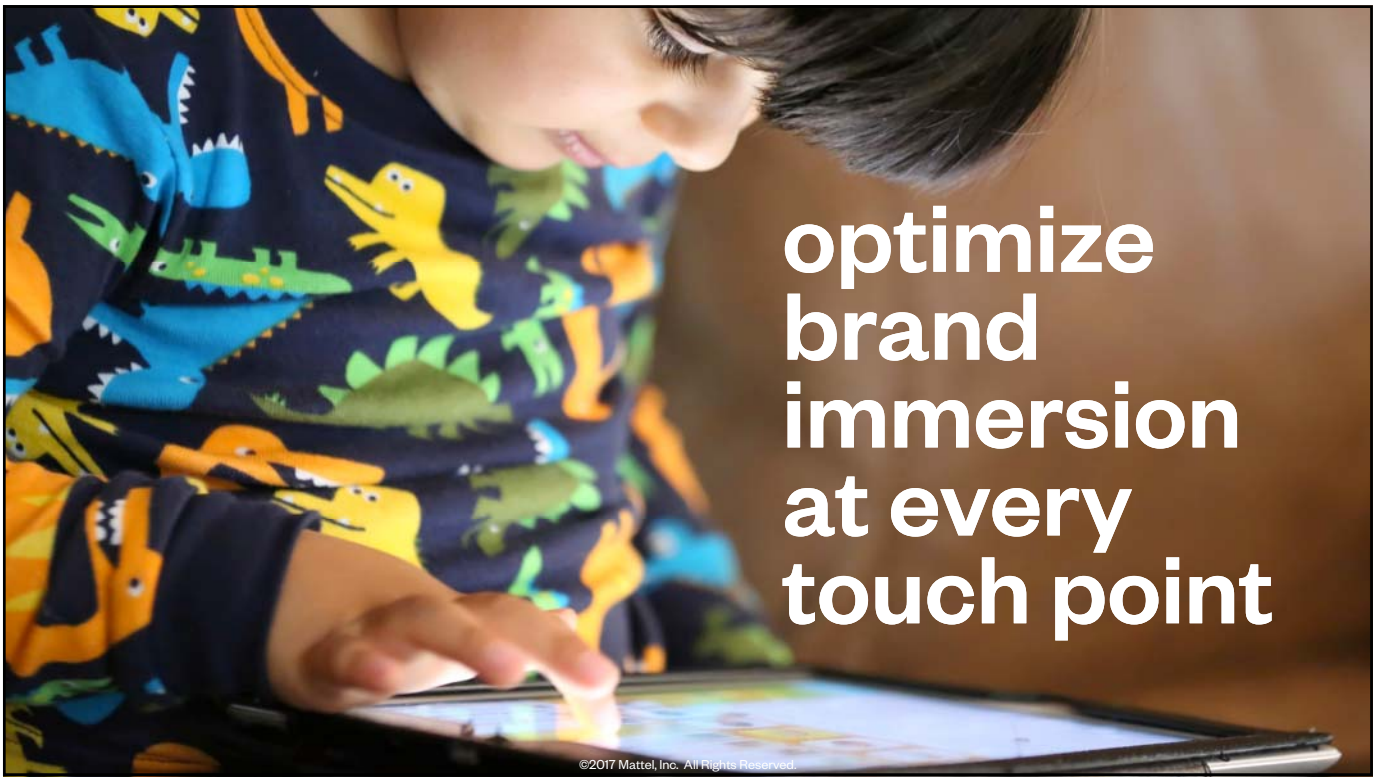

from momentum

brand purpose
product innovation
consumer engagement
licensed partnerships
commercial execution

to acceleration

amplify purpose
perpetual innovation
consumer immersion
partner of choice
commercial leadership

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1 amplify purpose
with learning and development

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Barbie

Hot Wheels

Thomas & Friends

American Girl

Fisher-Price®

partners with parents to give children the best possible start

includes a product portfolio that delivers:

- cognitive
- physical
- emotional
- developmental

} skills

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smarter, more consumer-centric ideas piloted by Fisher-Price



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2 | perpetual innovation

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kids are the ultimate early adopters



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innovation is in our DNA

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organic innovation

co-production partnerships



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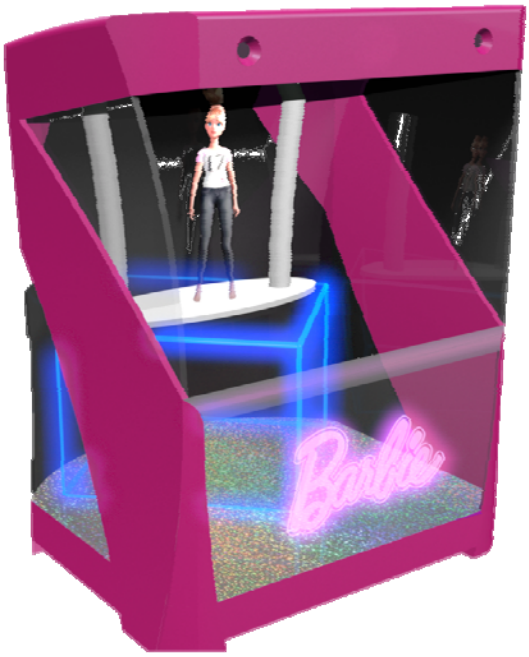

recommitment to design and design thinking

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parents value design

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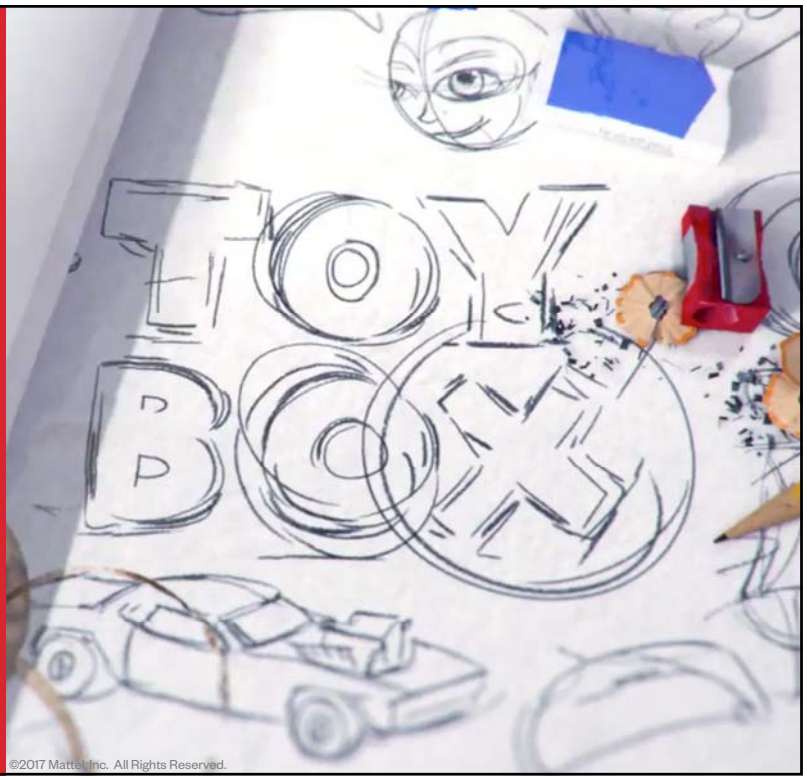
inventor's first choice for their best pitches



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3 | consumer immersion

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strengthening brand stories and targeting digital media



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expansion of Barbie content



VLOGGER





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4 | partner of choice

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Mattel and Disney Consumer Products

"Now firing on all cylinders, we couldn't be more excited about the quality, value and innovation of Mattel's toy line"

release of Cars 3.

Josh Silverman,
EVP Global Licensing,
Disney

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2018 will be the year of the Jurassic World dinosaur

"The line is extensive, authentic, and filled with innovation, and has received rave reviews from our global retail partners."

of this iconic property into a mega-brand.

Vince Klaseus
President
Universal Brand Development

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impressive lineup of titles

Disney

UNIVERSAL

WB

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leveraging the power of our infrastructure **to provide a best-in-class licensed offering**

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5 | commercial leadership

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emerging markets

innovative marketing

digital first

localized for greatest impact



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emerging markets

jump start with
strong direct partners



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developed markets

must transform
to reignite power brand
leadership



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developed markets

managing omnichannel and e-retail differently to optimize demand creation and conversion

amazon.com

Alibaba.com

Toys"R"us

Walmart

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strategic revitalization







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American Girl®

passionate fan base

depth of attachment

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American Girl®

restoring the brand's premium positioning

improving direct marketing

increasing customer acquisition

enhancing omnichannel experience

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American Girl



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addressing challenges and stabilizing the business

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My First Railway Pals rooted in learning and development

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girls represent about half of Thomas viewers

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system play strategies enhance brand experience

THOMAS & FRIENDS

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category slow down

high year-end inventory

competitive landscape in Europe

MEGA

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migrating spend to retail promotion

new Pokemon launch

Construx collection

MEGA

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MEGA CONSTRUX



equity in building

differentiated design

beloved by kids and collectors

MEGA

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Barbie buzz

epic creative partnership

awesome games

girls IP

licensed brands





future and legacy

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team of experts
passion
skill and will

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Leading the Future of Play

investor day
June 2017

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