MATTEL
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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China Accelerated Growth Plan and Emerging Markets

Peter Broegger
Managing Director Asia Pacific - Commercial

Jeff Wang
VP and Country Manager Greater China

Executive Summary

1. Emerging Market Opportunity
2. Proven Track Record
3. Focus on China
4. Transformational Partnerships
5. Globally Applicable Playbook

Source: Mattel Internal Analysis

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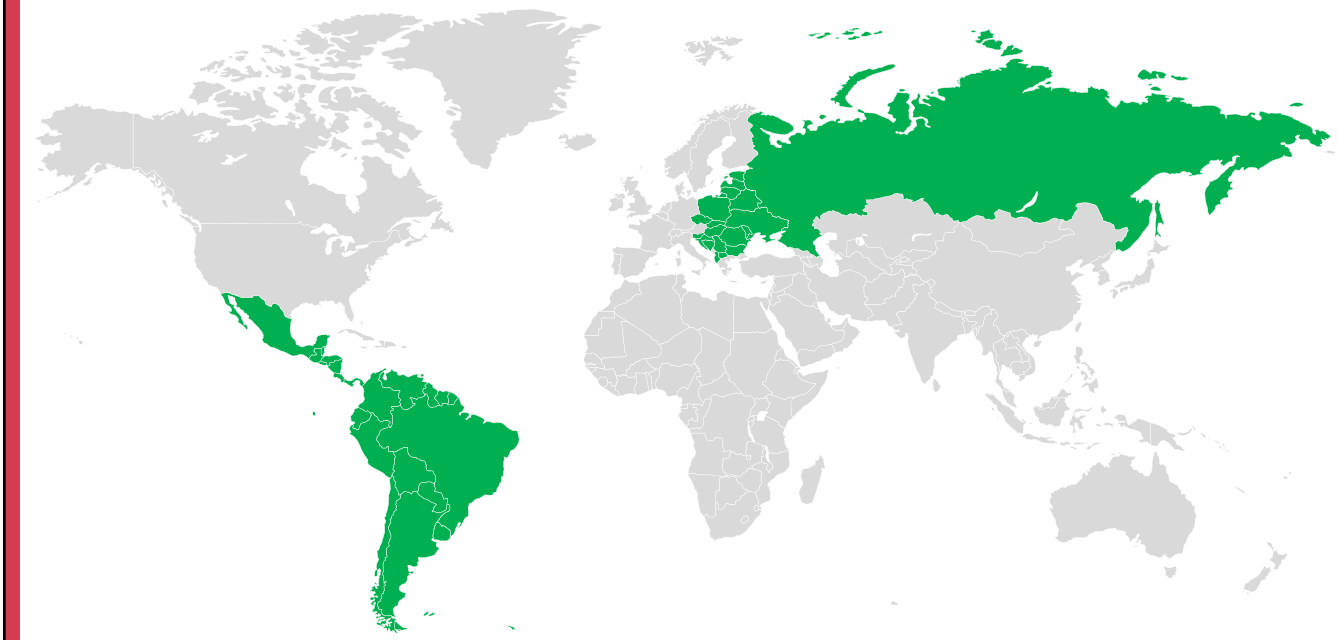
Proven Track Record



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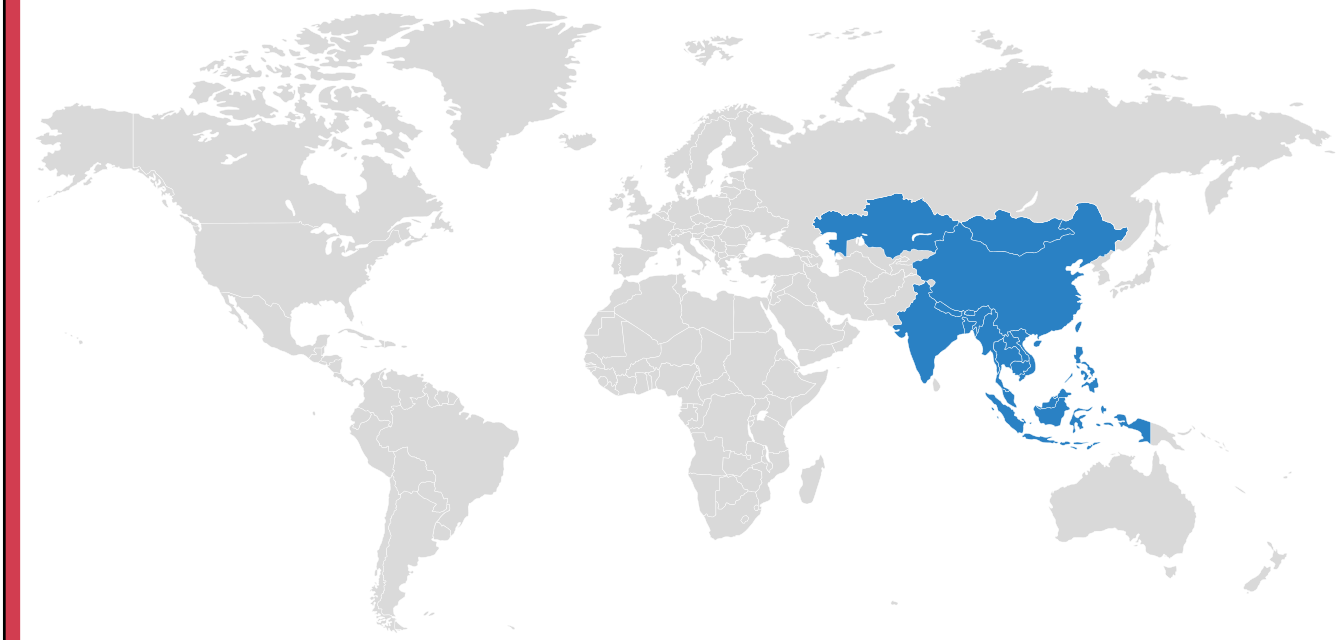
Focus on the Next Wave of Emerging Markets



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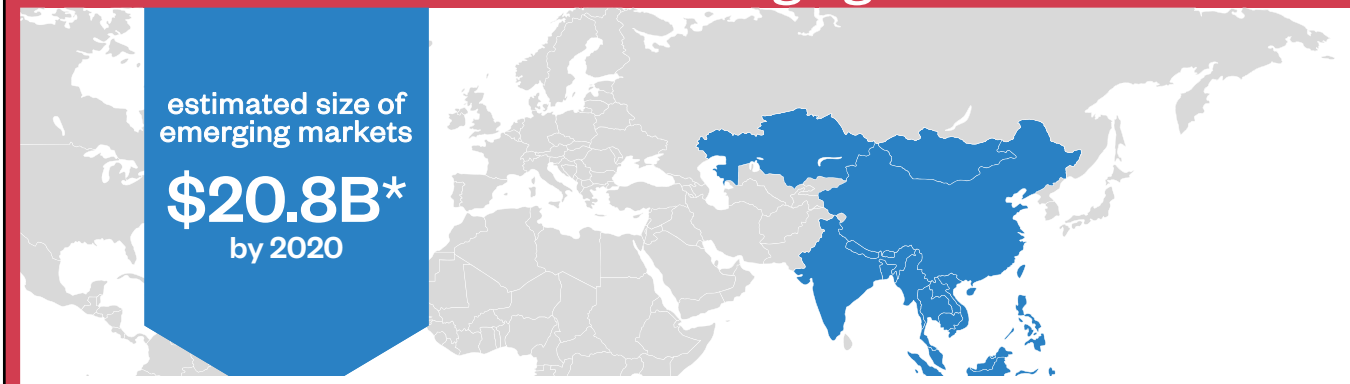
Focus on the Next Wave of Emerging Markets



39% of world's children**

33% of WW GDP Growth**

700M new middle class consumers***

Sources:
* Priority markets; Euromonitor 2020 estimates, local estimates (Indonesia, India)
** Euromonitor 2020 estimates prioritized markets
*** Brookings Institute, 2015-2020

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China

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China Represents a Huge Opportunity

demographics



270M+
Middle Class Household by 2022*

210M+
Kids 0-12**

30+
Babies born per min***

toy market



Learning & Education focus

Content driven

Strong local competition

Sources:
* Mapping Chinas middle class by McKinsey
**Euromonitor 2016 estimates
*** National Bureau of Statistics, PRC

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China Accelerated Growth Plan Launched in 2013

strategic pillars	 demand creation	 distribution	 organization & capabilities
imperatives	consumer centric	customer centric	invest for the future

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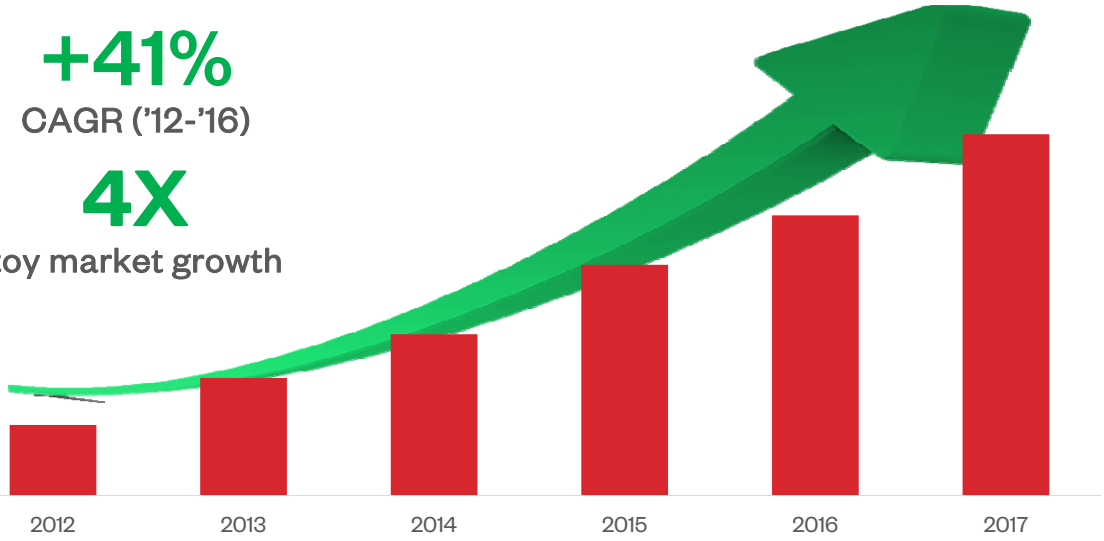
Delivered Growth Rates Ahead of Market

+41%
CAGR ('12-'16)

4X
toy market growth



Source: Mattel Internal Analysis/Financials

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Started Off with Deep Consumer Insights

key needs

"Logic & problem solving are becoming more important. I'm concerned that traditional education at school does not focus on these."

"Creativity" and "Imagination" are highly valued for future job success

"I feel that I lack imagination and creativity. I believe people who are more imaginative and creative will have broader views than others."



Source: Jigsaw; Mattel Internal Analysis

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Optimizing Purpose and Price Value for Local Market





Source: Mattel Internal Analysis

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Driving Growth with Compelling Solutions



Source: Mattel Internal Analysis

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Best-in-Class Consumer Engagement and Activation



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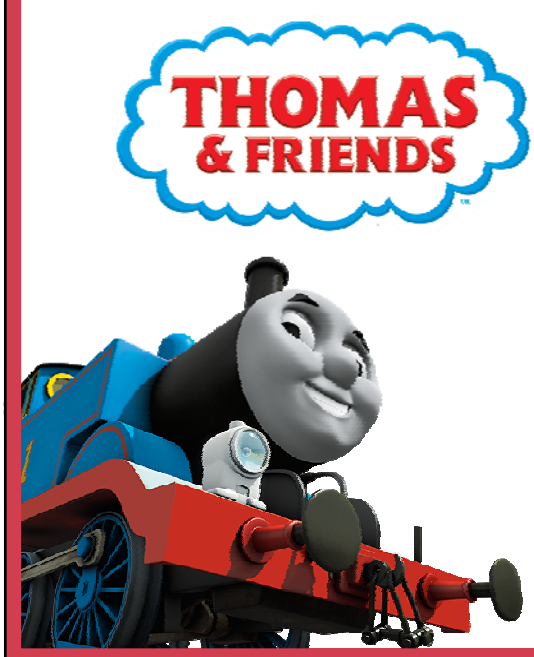
Success with 360° Brand-Play-Experience Approach





Source: Mattel Internal Financials

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We Proudly Present: Yongbao, The Chinese Engine!



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Local IP Partnerships and Digital Approach

local IP partnership to expand capabilities

Battle Claw



Bodhi & Friends



content distribution across multiple local platforms

TV channels

Cable TV

Video platforms

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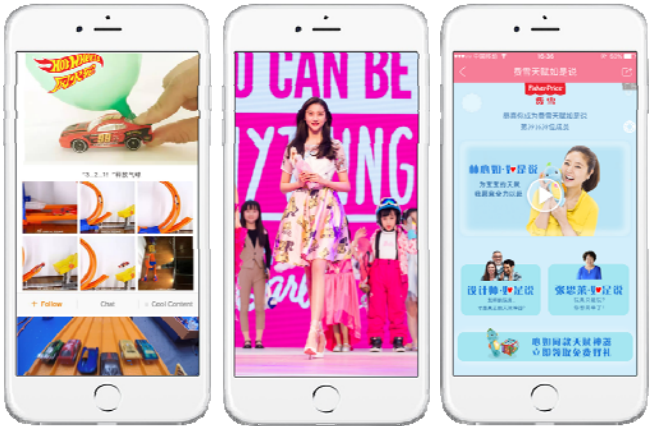
Embracing "Mobile First" with Strong E-commerce Results

social media | influencers | vertical sites



E-commerce sales



Source: Mattel Internal Analysis

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Mattel China Recognized by Consumers and Customers

MATTEL | Fisher-Price | Barbie | THOMAS & FRIENDS

consumer awards

Children's Award 2016 by Parents Magazine	Toy of the Year 2016 by Parents magazine	2016 Most Popular IP by China Licensing EXPO	Brand of Innovation 2016 by JD.COM
			

customer awards

Best Marketing Program 2016	Most Popular Brand 2016	Best Partner 2015 & 2016	Top Partner 2016	Best Supplier 2014 & 2015	Best Marketing Partner 2016
天猫 TMALL.COM Alibaba.com	JD.京东 .COM	亚马逊 amazon.cn	Carrefour	Walmart Sam's	Toys R Us

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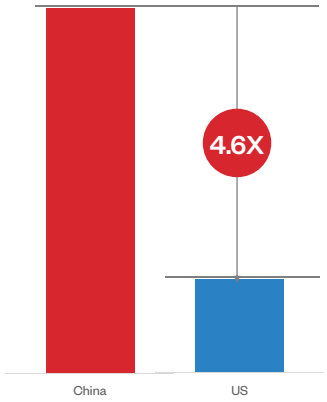
What If...We Unlock the True Value of Play in China?

consumer base

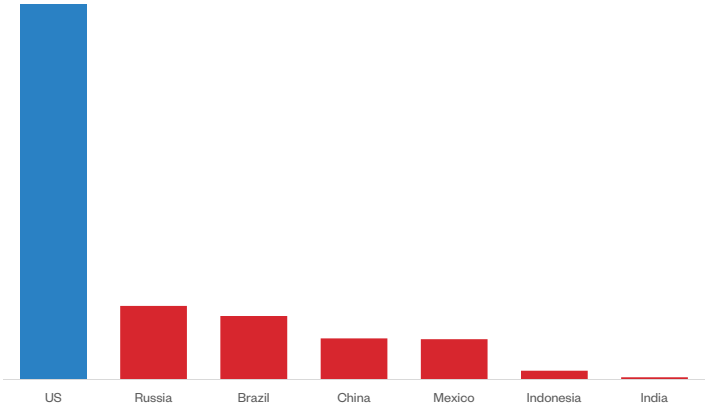
Newborn (millions)



Source: National Bureau of Statistics of China; Centers for Disease Control and Prevention, US

toy market potential

Toy spend per kid, 2016 ($)



Source: Euromonitor, local estimates (India, Indonesia)

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Reframe Category and Accelerate Through Innovative Business Models

#1

reframing child development through play



#2

transformational partnerships

babytree 宝宝树

Alibaba.com

Source: Jigsaw, Mattel Internal Research

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Partnership with Babytree Provides Access to the Most Moms

consumer reach

#1
World's most popular online parenting platform

33M
Monthly active users

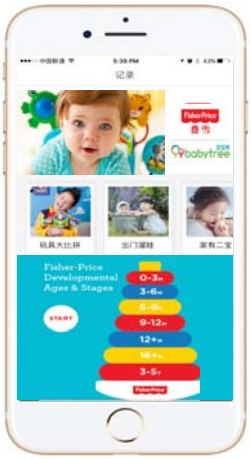
80%
Coverage of new and expecting moms in China

premiere parenting destination in China

integrating world-class parenting content and child developmental framework

jointly develop and launch a suite of resources and engage with families in new ways

parenting platform, big data capabilities



Source: Babytree Internal Analysis; Mattel Internal Analysis

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Global Strategic Partnership with Alibaba

leverage reach and insights to develop and lead category

- ✓ Deeper engagement with wider base
- ✓ Digital first activation and conversion
- ✓ Customized product development
- ✓ Expand to other markets



Source: Alibaba Internal Analysis

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Unique Value Creation Opportunity

aspiration



Source: Mattel Internal Analysis

superior demand creation and localization







category creation and strategic partnerships



babytree

Alibaba.com

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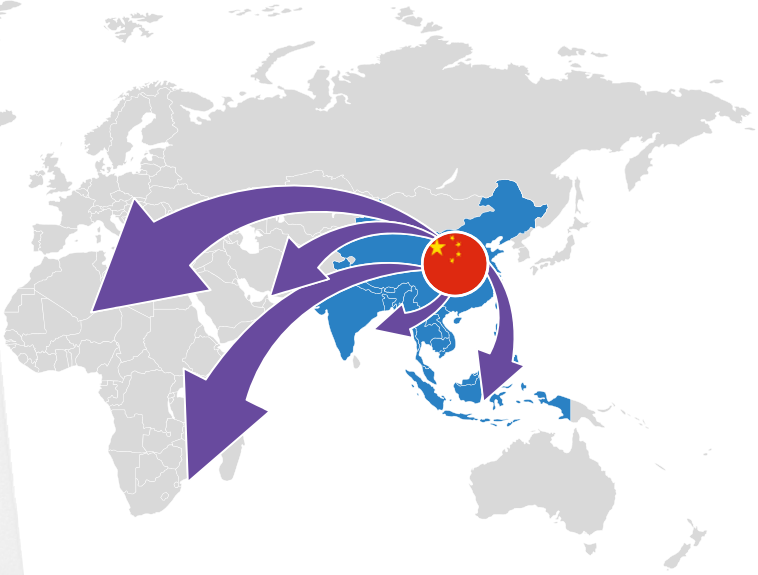
With Global Potential





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