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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Hot Wheels

Chris Down
SVP & Global Brand GM, Hot Wheels



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"THOSE ARE SOME
HOT WHEELS"
-Elliot Handler

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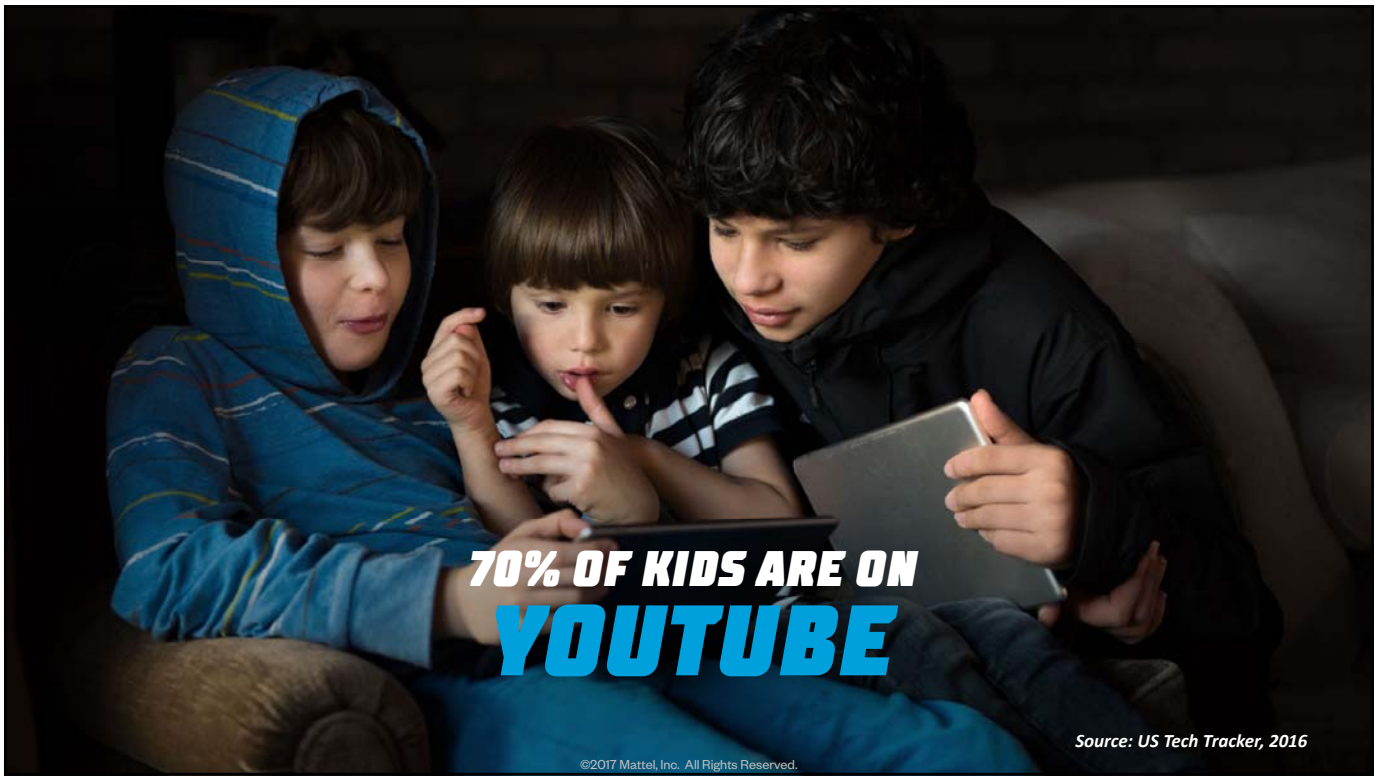

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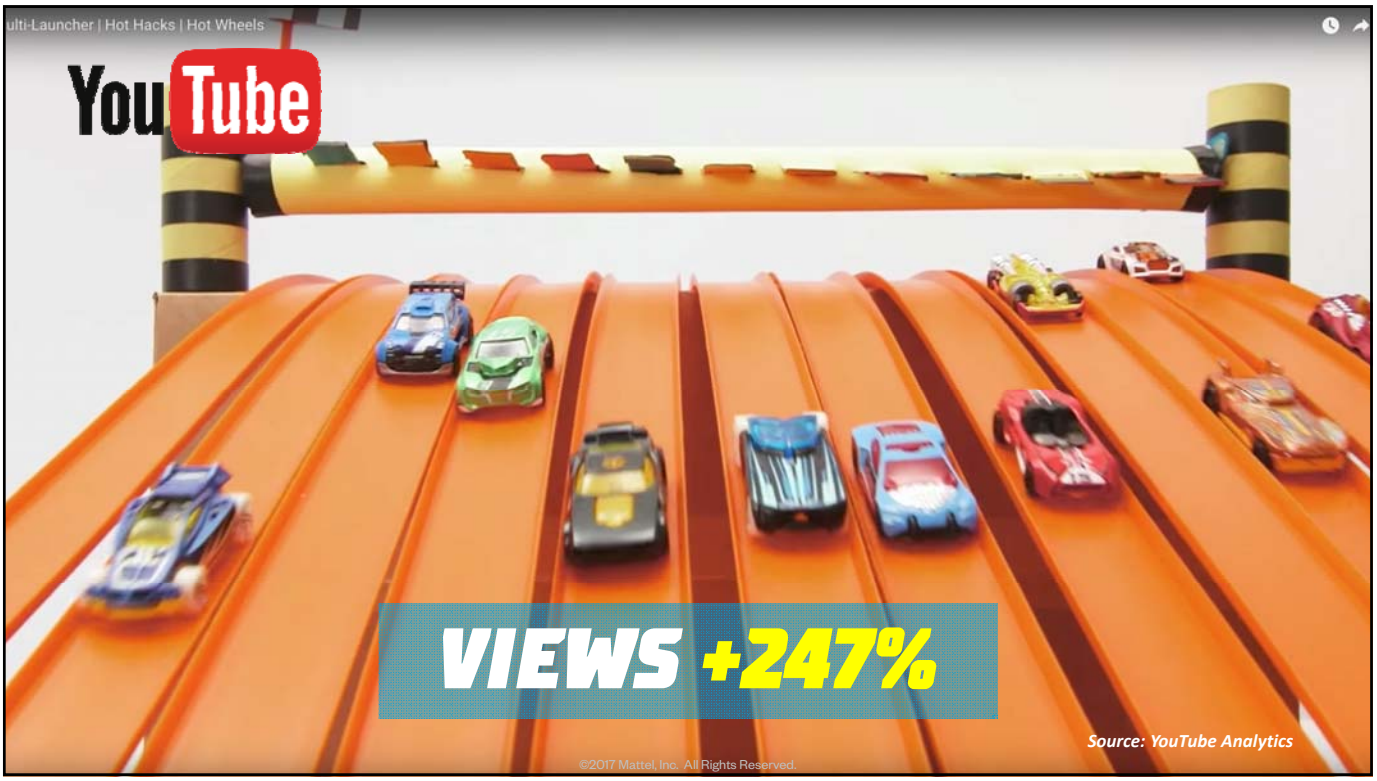



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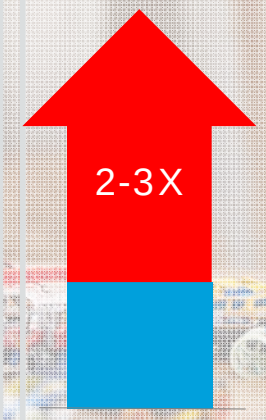
SUMMARY



Source: Mattel Internal Analysis

GLOBALLY RELEVANT PLAY PATTERN	Cars & sets have global momentum with intuitive, purposeful play
PHYSICAL PLAY SYSTEMS	Re-vitalized compatible and extendable product architecture
CONNECTED PLAY SYSTEMS	Traction in digital and community on tech platforms has set foundation for step-change
COMMUNITIES OF SHARED INTEREST	Rapidly expanding UGC community. Avid fans, collectors & competitors
EXTENDED AGE RANGE	Momentum with gamers, collectors & creators



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