Forward-Looking Statements/Regulation G

FORWARD-LOOKING STATEMENTS: This presentation contains a number of forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. The use of words such as "anticipates," "expects," "intends," "plans," "confident that" and "believes," among others, generally identify forward-looking statements. These forward-looking statements are based on currently available operating, financial, economic and other information, and are subject to a number of significant risks and uncertainties. A variety of factors, many of which are beyond our control, could cause actual future results to differ materially from those projected in the forward-looking statements. Specific factors that might cause such a difference include, but are not limited to: (i) Mattel's ability to design, develop, produce, manufacture, source and ship products on a timely and cost-effective basis, as well as interest in and purchase of those products by retail customers and consumers in quantities and at prices that will be sufficient to profitably recover Mattel's costs; (ii) downturns in economic conditions affecting Mattel's markets which can negatively impact retail customers and consumers, and which can result in lower employment levels, lower consumer disposable income and spending, including lower spending on purchases of Mattel's products; (iii) other factors which can lower discretionary consumer spending, such as higher costs for fuel and food, drops in the value of homes or other consumer assets, and high levels of consumer debt; (iv) potential difficulties or delays Mattel may experience in implementing cost savings and efficiency enhancing initiatives; (v) other economic and public health conditions or regulatory changes in the markets in which Mattel and its customers and suppliers operate, which could create delays or increase Mattel's costs, such as higher commodity prices, labor costs or transportation costs, or outbreaks of disease; (vi) currency fluctuations, including movements in foreign exchange rates, which can lower Mattel's net revenues and earnings, and significantly impact Mattel's costs; (vii) the concentration of Mattel's customers, potentially increasing the negative impact to Mattel of difficulties experienced by any of Mattel's customers, including the bankruptcy of Toys "R" Us, Inc., or changes in their purchasing or selling patterns; (viii) the future willingness of licensors of entertainment properties for which Mattel currently has licenses or would seek to have licenses in the future to license those products to Mattel; (ix) the inventory policies of Mattel's retail customers, including retailers' potential decisions to lower their inventories, even if it results in lost sales, as well as the concentration of Mattel's revenues in the second half of the year, which coupled with reliance by retailers on quick response inventory management techniques increases the risk of underproduction of popular items, overproduction of less popular items and failure to achieve compressed shipping schedules; (x) the increased costs of developing more sophisticated digital and smart technology products, and the corresponding supply chain and design challenges associated with such products; (xi) work disruptions, which may impact Mattel's ability to manufacture or deliver product in a timely and cost-effective manner; (xii) the bankruptcy of Toys "R" Us, Inc. or other of Mattel's significant retailers, or the general lack of success of one of Mattel's significant retailers which could negatively impact Mattel's revenues or bad debt exposure; (xiii) the impact of competition on revenues, margins and other aspects of Mattel's business, including the ability to offer products which consumers choose to buy instead of competitor's products, the ability to secure, maintain and renew popular licenses and the ability to attract and retain talented employees; (xiv) the risk of product recalls or product liability suits and costs associated with product safety regulations; (xv) changes in laws or regulations in the United States and/or in other major markets in which Mattel operates, including, without limitation, with respect to taxes, tariffs or product safety, which may increase Mattel's product costs and other costs of doing business, and reduce Mattel's earnings, (xvi) failure to realize the planned benefits from any investments or acquisitions made by Mattel, (xvii) the impact of other market conditions, third party actions or approvals and competition which could reduce demand for Mattel's products or delay or increase the cost of implementation of Mattel's programs or alter Mattel's actions and reduce actual results; (xviii) changes in financing markets or the inability of Mattel to obtain financing on attractive terms (xix) the impact of litigation or arbitration decisions or settlement actions; and (xx) other risks and uncertainties as may be described in Mattel's periodic filings with the Securities and Exchange Commission, including the "Risk Factors" section of Mattel's Annual Report on Form 10-K for the fiscal year ended December 31, 2016, and Mattel's Quarterly Reports on Form 10-Q for fiscal year 2017, as well as in Mattel's other public statements. Mattel does not update forward-looking statements and expressly disclaims any obligation to do so.

REGULATION G: 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 include: gross sales, adjusted net sales, adjusted gross profit, adjusted gross margin, adjusted other selling and administrative expenses, adjusted operating income (loss), adjusted earnings (loss) per share, earnings before interest expense, taxes, depreciation and amortization ("EBITDA"), adjusted EBITDA, 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 February 1, 2018 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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our strategy

Build power brands into connected 360° play experiences

Accelerate emerging markets

Strengthen our innovation pipeline

Reshape operations

Reignite culture and team

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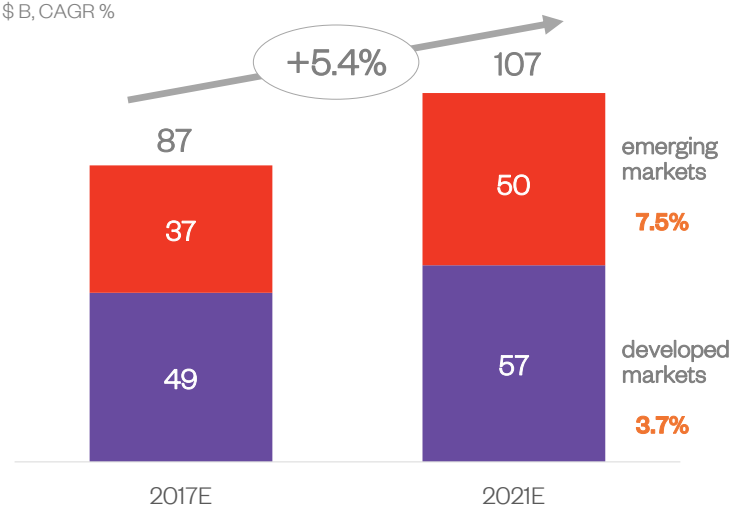
global toy industry

$ B, CAGR %



expected growth of ~$20B 2/3 from Emerging Markets

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HOT WHEELS IN LATAM



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HOT WHEELS

#1 BOYS & VEHICLES BRAND

#1 SELLING TOY IN LATAM

1 CAR SOLD EVERY SECOND

9 OUT OF 10 BOYS IN LATAM OWNS A HW TOY



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Hot Wheels in LATAM

SALÓN HOT WHEELS
130K FT²
OF HOT WHEELS EXPERIENCE

IN PARTNERSHIP WITH:



RESULTS

- +17K ATTENDANTS; 1/3 KIDS
- 52MM MEDIA IMPRESSIONS
- 13MM USERS REACHED IN SOCIAL

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Hot Wheels in LATAM

FORMULA LIKE
FIRST INTERACTIVE HOT WHEELS RACE BROADCASTED LIVE ON FACEBOOK

DIGITAL CREATIVITY AWARD WINNER



SPEED WAS CONTROLLED BY USER REACTIONS

- +500K USERS REACHED (94% ORGANIC)
- 600 INTERACTIONS PER SECOND (1.6MM TOTAL)
- 33X MORE ORGANIC TRAFFIC TO FAN PAGE THAN AVERAGE

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China opportunity



210M
Kids 0-10***

26%
Proportion of kids education spending among household disposable income**

$30B
2017 early education market*

Source:
** Mckinsey report*
*** National Bureau of Statistics of China*
**** Euromonitor*

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China partnerships

Babytree content and assessment tool



social marketing



e-commerce shopper experience



omnichannel experiences



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Fosun partnership









Retail area

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Accelerate emerging markets

Strengthen our innovation pipeline

Reshape operations

Reignite culture and team

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kids rule our world

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transformation plan



re-position

reframe for growth

- clear strategy
- reset team and incentives
- realigned organizational model
- reinvested in top entertainment partners
- remixing innovation pipeline

sustain momentum

- Power Brands
- emerging markets

realigned retail inventory

commenced structural simplification

activate

high performing toy company

- Power Brands growth
- Toy Box revitalized
- improving margins
- supply chain optimized

investments for accelerated growth

- content slate and co-pros
- gaming
- immersive connected products
- lean in to emerging markets

accelerate

more efficient operating and financial model

drive momentum through key sources of advantage

- connected 360 systems of play and experiences
- emerging market leadership
- innovation

fully unlock ip in adjacencies

- A&P leverage
- additional profit streams

thrive

sustainable, profitable growth

future-proofed business

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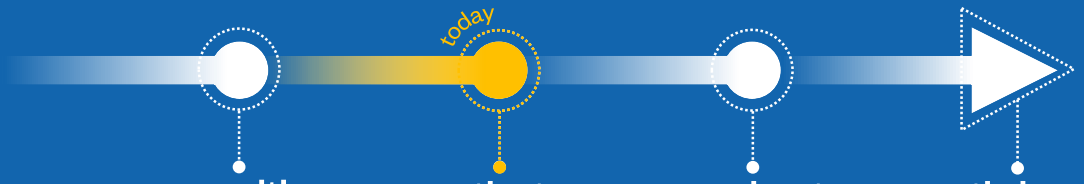

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MATTEL 2018 investment thesis

- growing industry; fundamental changes reshaping the future and creating new opportunities
- highly differentiated & market-leading assets positioning Mattel to capitalize on future opportunities
- executing on a clear strategy for growth; expect to show demonstrable progress in 2018 while investing in further upside potential
- reshaping operations to unlock improved margins and funds for reinvestment
- evergreen Power Brands expected to produce large revenue base and ongoing cash flow to support growth strategy

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