

Forward-Looking Statements / Regulation G



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, such as the bankruptcy and liquidation 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 and liquidation of Mattel's significant retailers, such as Toys "R" Us, Inc. 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 competitive 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, such as China, in which Mattel operates, including, without limitation, with respect to taxes, tariffs, trade policies 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, arbitration, or regulatory decisions or settlement actions; (xx) uncertainty from the expected discontinuance of LIBOR and transition to any other interest rate benchmark; (xxi) an inability to remediate the material weakness in our internal control over financial reporting or additional material weaknesses or other deficiencies in the future or the failure to maintain an effective system of internal controls; and (xxii) 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 Amended Annual Report on Form 10-K/A for the fiscal year ended December 31, 2018, as well as in Mattel's other public statements. Mattel does not update forward-looking statements and expressly disclaims any obligation to do so, except as required by law.

To supplement our 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 that Mattel uses in our earnings release and earnings slide presentation include Gross 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, Free Cash Flow, 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 below. Mattel believes that the disclosure of non-GAAP financial measures provides useful supplemental information to investors to be able to better evaluate ongoing business performance and certain components of the Company's results. These measures are not, and should not be viewed as, substitutes for GAAP financial measures and may not be comparable to similarly-titled measures used by other companies. Reconciliations of the non-GAAP financial measures to the most directly comparable GAAP financial measures are attached to our February 13, 2020 earnings release (as exhibits) and earnings slide presentation (as an appendix), which are available on Mattel's Investor Relations website at <https://mattel.gcs-web.com/financial-information/quarterly-results>. [We have not reconciled our non-GAAP financial measure guidance provided herein (Gross Sales, Adjusted Operating Income, Adjusted EBITDA, and Free Cash Flow) to the most directly comparable GAAP measures because material items that impact these measures cannot be reasonably predicted and, therefore, cannot be presented without unreasonable efforts.]

©2020 Mattel, Inc. All Rights Reserved.

1

Richard Dickson

President and Chief Operating Officer



©2020 Mattel, Inc. All Rights Reserved.

2



“Be unorthodox.
Venturesome.
Willing to try new things.”

-Elliot Handler



©2020 Mattel, Inc. All Rights Reserved.

3



Innovation



©2020 Mattel, Inc. All Rights Reserved.

4



©2020 Mattel, Inc. All Rights Reserved.

5

\$89 Billion
With Room to Grow



©2020 Mattel, Inc. All Rights Reserved.

Global Traditional Toys and Games Industry Retail Sales
Source: Euromonitor International

6



©2020 Mattel, Inc. All Rights Reserved.

7



©2020 Mattel, Inc. All Rights Reserved.

8

Category Alignment

Dolls	Vehicles	Infant, Toddler and Preschool	Action Figures	Construction	Games
        	  	   	     	     	    



©2020 Mattel, Inc. All Rights Reserved.

9

Avenues to Growth

Flagship Franchises

Catalog IP

Partnerships

New Brands



©2020 Mattel, Inc. All Rights Reserved.

10

What? How?



©2020 Mattel, Inc. All Rights Reserved.

11

Design-Led



©2020 Mattel, Inc. All Rights Reserved.

12



©2020 Mattel, Inc. All Rights Reserved.

13



©2020 Mattel, Inc. All Rights Reserved.

14

Putting Creativity at the Center



©2020 Mattel, Inc. All Rights Reserved.

15



©2020 Mattel, Inc. All Rights Reserved.

16



©2020 Mattel, Inc. All Rights Reserved.

17



©2020 Mattel, Inc. All Rights Reserved.

18

Marketplace Trends Consumer Values



©2020 Mattel, Inc. All Rights Reserved.

19



©2020 Mattel, Inc. All Rights Reserved.

20



©2020 Mattel, Inc. All Rights Reserved.

21

Our Purpose

To empower the next generation to explore the wonder of childhood and reach their full potential



©2020 Mattel, Inc. All Rights Reserved.

22

Category Strategy Design-Led Trends Purposeful Play



©2020 Mattel, Inc. All Rights Reserved.

23



©2020 Mattel, Inc. All Rights Reserved.

24



©2020 Mattel, Inc. All Rights Reserved.

25



©2020 Mattel, Inc. All Rights Reserved.

26

\$50 Billion



©2020 Mattel, Inc. All Rights Reserved. Source: The NPD Group/Retail Tracking Service/G12/Jan-Dec 2019/Total Toys/Projected and Adjusted USD

27

Leader

Dolls

Vehicles

Infant, Toddler and Preschool



©2020 Mattel, Inc. All Rights Reserved.

28

Challenger

Action Figures
Construction
Games



©2020 Mattel, Inc. All Rights Reserved.

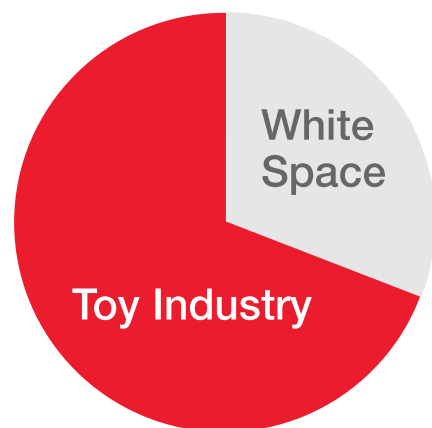
29

Leader

Dolls
Vehicles
Infant, Toddler and Preschool

Challenger

Action Figures
Construction
Games



©2020 Mattel, Inc. All Rights Reserved.

30

Dolls

Industry



Mattel



©2020 Mattel, Inc. All Rights Reserved.

Source: The NPD Group/Retail Tracking Service/G12/
Jan-Dec 2019/Dolls Supercategory/Projected & Adjusted USD

31



©2020 Mattel, Inc. All Rights Reserved.

32

Fashion Dolls



©2020 Mattel, Inc. All Rights Reserved.

33

The Power of

Barbie™



©2020 Mattel, Inc. All Rights Reserved.

34

Barbie™

“Comeback brand of the decade.”
AdAge



©2020 Mattel, Inc. All Rights Reserved.

35

Building on Momentum



©2020 Mattel, Inc. All Rights Reserved.

Barbie

36



©2020 Mattel, Inc. All Rights Reserved.

Barbie

37



©2020 Mattel, Inc. All Rights Reserved.

Barbie

38



21
New Dolls



©2020 Mattel, Inc. All Rights Reserved.

Barbie

39

New for
2020



©2020 Mattel, Inc. All Rights Reserved.

Barbie

40



©2020 Mattel, Inc. All Rights Reserved.

Color Reveal *Barbie*

41

Wellness



©2020 Mattel, Inc. All Rights Reserved.

Barbie

42



©2020 Mattel, Inc. All Rights Reserved.



Breathe With Me Barbie *Barbie*



©2020 Mattel, Inc. All Rights Reserved.



©2020 Mattel, Inc. All Rights Reserved.

I Can Be Career Line *Barbie*

45



©2020 Mattel, Inc. All Rights Reserved.

I Can Be Career Line *Barbie*

46



©2020 Mattel, Inc. All Rights Reserved.

Estate *Barbie*

47



©2020 Mattel, Inc. All Rights Reserved.

48



©2020 Mattel, Inc. All Rights Reserved.

Barbie

49



©2020 Mattel, Inc. All Rights Reserved.

Barbie

50

Barbie™

How high is high?



©2020 Mattel, Inc. All Rights Reserved.

51

Category Growth Mindset



©2020 Mattel, Inc. All Rights Reserved.

52



©2020 Mattel, Inc. All Rights Reserved.

53



©2020 Mattel, Inc. All Rights Reserved.

**LOTTA
LOOKS**

54



©2020 Mattel, Inc. All Rights Reserved.



55

Global Partnerships



©2020 Mattel, Inc. All Rights Reserved.

56

Playsets



©2020 Mattel, Inc. All Rights Reserved.

57



©2020 Mattel, Inc. All Rights Reserved.



58



©2020 Mattel, Inc. All Rights Reserved.

59



©2020 Mattel, Inc. All Rights Reserved.

60

Jamie Cygielman

General Manager American Girl



©2020 Mattel, Inc. All Rights Reserved.

61



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

62



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

63



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

64



Legacy Brand



©2020 Mattel, Inc. All Rights Reserved.



65



Legacy Brand



©2020 Mattel, Inc. All Rights Reserved.



66

Strong Character



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

67

Reclaim Leadership



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

68

Product Content Experience



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

69

Julie 1974



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

70



©2020 Mattel, Inc. All Rights Reserved.

American Girl®

71



©2020 Mattel, Inc. All Rights Reserved.

American Girl®

72

Julie's Groovy World



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

73

Julie's Groovy World



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

74

Julie's Groovy World



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

75

+37% in Q4



©2020 Mattel, Inc. All Rights Reserved. Source: Mattel Internal Financials

 American Girl®

76



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

77

Meet Joss Kendrick



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

78



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

79



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

80



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

81



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

82

Coming This Fall



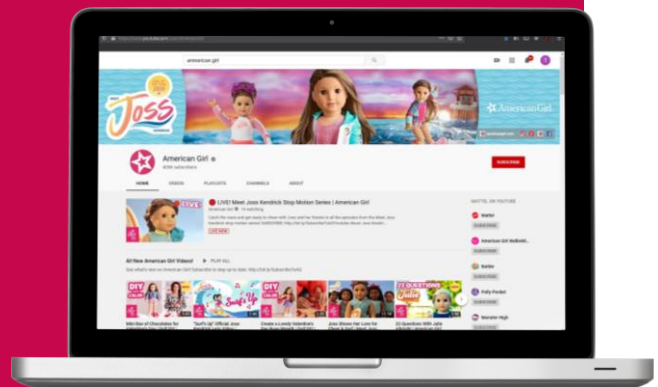
©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

83

YouTube Experience

150 Million Views
Engagement +287%



©2020 Mattel, Inc. All Rights Reserved. Source: YouTube as of February 20, 2020/Fullscreen End Of Year Report, January 31, 2020

 American Girl®

84



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

85



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

86



New Retail Experiences



©2020 Mattel, Inc. All Rights Reserved.

American Girl®

87

Julie's Groovy World



©2020 Mattel, Inc. All Rights Reserved.

American Girl®

88



Dolled Up Salon



©2020 Mattel, Inc. All Rights Reserved.



89



Doll Hospital



©2020 Mattel, Inc. All Rights Reserved.



90



Doll Hospital



©2020 Mattel, Inc. All Rights Reserved.



91



Retail-tainment



©2020 Mattel, Inc. All Rights Reserved.



92



©2020 Mattel, Inc. All Rights Reserved.

 American Girl®

93

 American Girl®



©2020 Mattel, Inc. All Rights Reserved.

94



©2020 Mattel, Inc. All Rights Reserved.

95

Vehicles



©2020 Mattel, Inc. All Rights Reserved.

96



©2020 Mattel, Inc. All Rights Reserved.

97



©2020 Mattel, Inc. All Rights Reserved.

98

Biggest Year Ever



©2020 Mattel, Inc. All Rights Reserved.

99



New Digital Marketing
Content
Live Experiences



©2020 Mattel, Inc. All Rights Reserved.

100

Product



©2020 Mattel, Inc. All Rights Reserved.

101



©2020 Mattel, Inc. All Rights Reserved. Source: The NPD Group/Retail Tracking Service/G12/Jan-Dec 2019/Total Toys/Units

Die Cast 

102



©2020 Mattel, Inc. All Rights Reserved.

Die Cast 

103



©2020 Mattel, Inc. All Rights Reserved.

Track Builder 

104



©2020 Mattel, Inc. All Rights Reserved.

Monster Trucks 

105



©2020 Mattel, Inc. All Rights Reserved.

Monster Trucks 

106



©2020 Mattel, Inc. All Rights Reserved.

Hot Wheels iD 

107



©2020 Mattel, Inc. All Rights Reserved.

Hot Wheels iD 

108



©2020 Mattel, Inc. All Rights Reserved.

109



©2020 Mattel, Inc. All Rights Reserved.

110



©2020 Mattel, Inc. All Rights Reserved.

111



©2020 Mattel, Inc. All Rights Reserved.

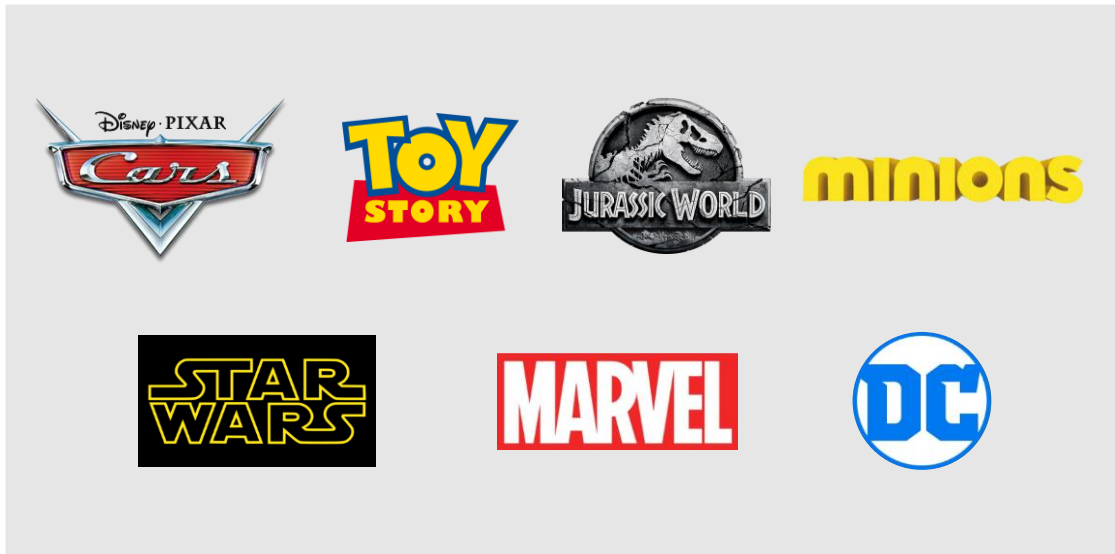
Die Cast **MATCHBOX**

112



©2020 Mattel, Inc. All Rights Reserved. Source: The NPD Group/Retail Tracking Service/G12/Jan-Dec 2019/Vehicles Supercategory/Projected and Adjusted USD

113



©2020 Mattel, Inc. All Rights Reserved.

114



©2020 Mattel, Inc. All Rights Reserved.

115



©2020 Mattel, Inc. All Rights Reserved.

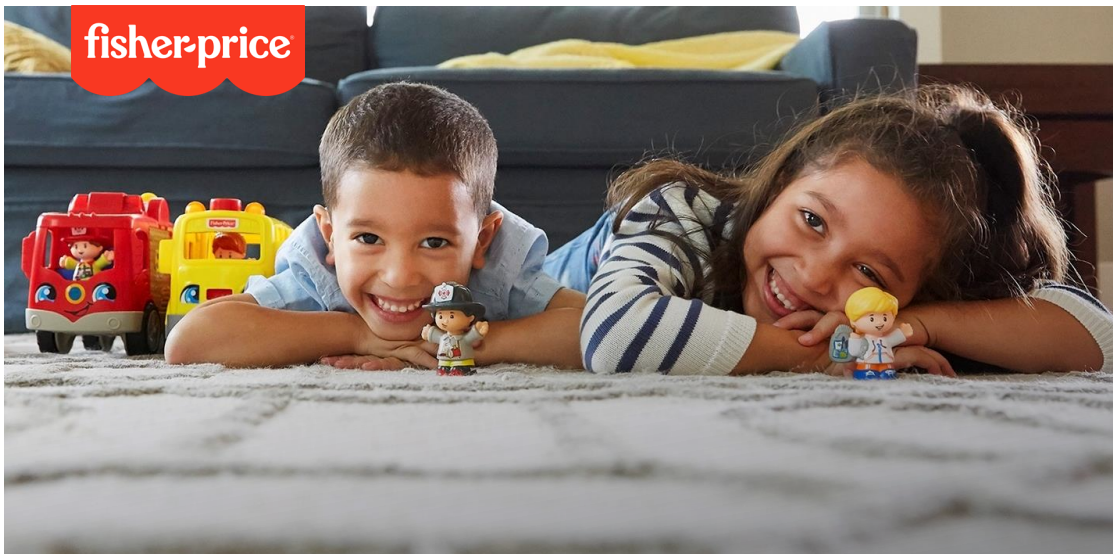
116

Infant, Toddler and Preschool



©2020 Mattel, Inc. All Rights Reserved.

117



©2020 Mattel, Inc. All Rights Reserved.

118



©2020 Mattel, Inc. All Rights Reserved.

119



©2020 Mattel, Inc. All Rights Reserved.

120



©2020 Mattel, Inc. All Rights Reserved.

Linkimals

121



©2020 Mattel, Inc. All Rights Reserved.



122





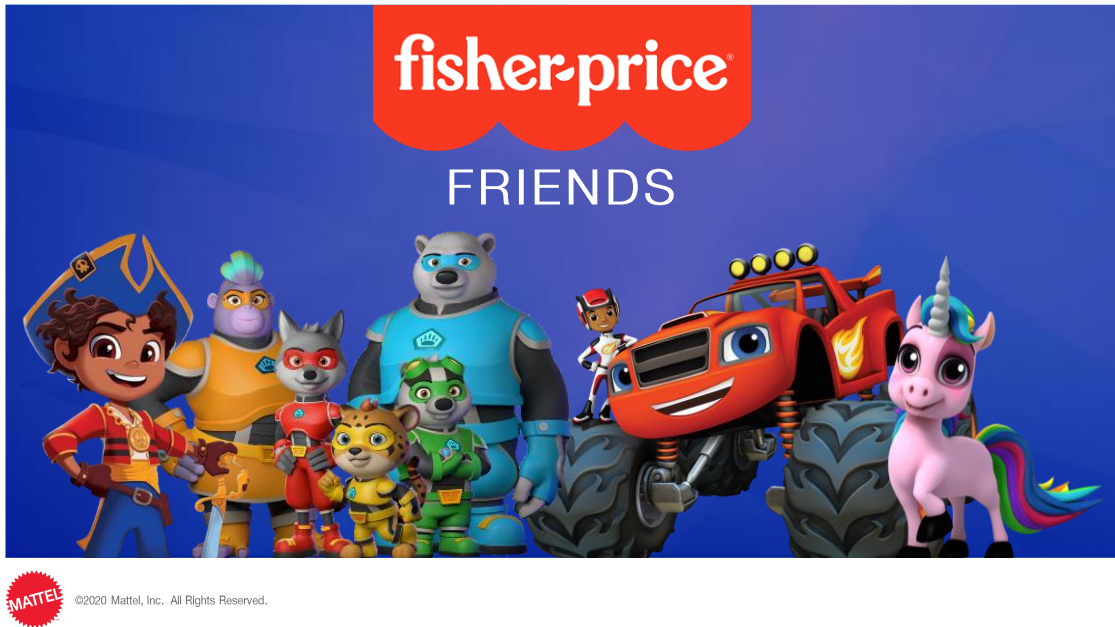
©2020 Mattel, Inc. All Rights Reserved.

125



©2020 Mattel, Inc. All Rights Reserved.

126



127



128



©2020 Mattel, Inc. All Rights Reserved.

129



©2020 Mattel, Inc. All Rights Reserved.



130



©2020 Mattel, Inc. All Rights Reserved.



131



©2020 Mattel, Inc. All Rights Reserved.



132



©2020 Mattel, Inc. All Rights Reserved.



133



©2020 Mattel, Inc. All Rights Reserved. Source: YouTube

YouTube
Exceeding
1 Billion
Views
Last Year



134

Challenger

Action Figures
Construction
Games



©2020 Mattel, Inc. All Rights Reserved.

135

Action Figures



©2020 Mattel, Inc. All Rights Reserved.

136



©2020 Mattel, Inc. All Rights Reserved.

137



©2020 Mattel, Inc. All Rights Reserved.

138



©2020 Mattel, Inc. All Rights Reserved.

139



©2020 Mattel, Inc. All Rights Reserved.

140



©2020 Mattel, Inc. All Rights Reserved.

141



©2020 Mattel, Inc. All Rights Reserved.

142

2019 Global Sales Up



©2020 Mattel, Inc. All Rights Reserved. Source: 2019 YE/Q4 Earnings Transcript



143

Bio-Based Products



©2020 Mattel, Inc. All Rights Reserved.



144



©2020 Mattel, Inc. All Rights Reserved. Source: The NPD Group/Retail Tracking Service/G12/Jan-Dec 2019/Building Sets Supercategory/Adjusted USD



145



©2020 Mattel, Inc. All Rights Reserved.



146



©2020 Mattel, Inc. All Rights Reserved.



147



©2020 Mattel, Inc. All Rights Reserved.

148

Games



©2020 Mattel, Inc. All Rights Reserved.



149



©2020 Mattel, Inc. All Rights Reserved.



150



©2020 Mattel, Inc. All Rights Reserved.



151



©2020 Mattel, Inc. All Rights Reserved. Source: Mattel Internal Analysis

152



©2020 Mattel, Inc. All Rights Reserved.

153



©2020 Mattel, Inc. All Rights Reserved.



154



©2020 Mattel, Inc. All Rights Reserved.



155

2020 Drive Growth



©2020 Mattel, Inc. All Rights Reserved.

156



©2020 Mattel, Inc. All Rights Reserved.

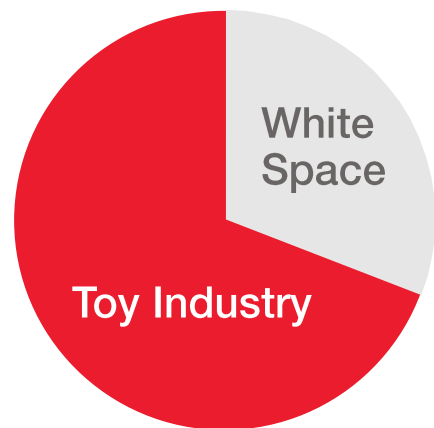
157

Leader

Dolls
Vehicles
Infant, Toddler and Preschool

Challenger

Action Figures
Construction
Games



©2020 Mattel, Inc. All Rights Reserved.

158

Plush



©2020 Mattel, Inc. All Rights Reserved.



159



©2020 Mattel, Inc. All Rights Reserved. Source: Internal Amazon POS, week beginning Dec 3rd, 2019

160



©2020 Mattel, Inc. All Rights Reserved.

161



©2020 Mattel, Inc. All Rights Reserved.

162



©2020 Mattel, Inc. All Rights Reserved.

163



©2020 Mattel, Inc. All Rights Reserved.

164



©2020 Mattel, Inc. All Rights Reserved.

165



©2020 Mattel, Inc. All Rights Reserved.

166



©2020 Mattel, Inc. All Rights Reserved.

167



©2020 Mattel, Inc. All Rights Reserved.

Barbie

168



©2020 Mattel, Inc. All Rights Reserved.