



## 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."

# Supply Chain/Manufacturing Enabling our Future

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Peter Gibbons  
EVP & Chief Supply Chain Officer

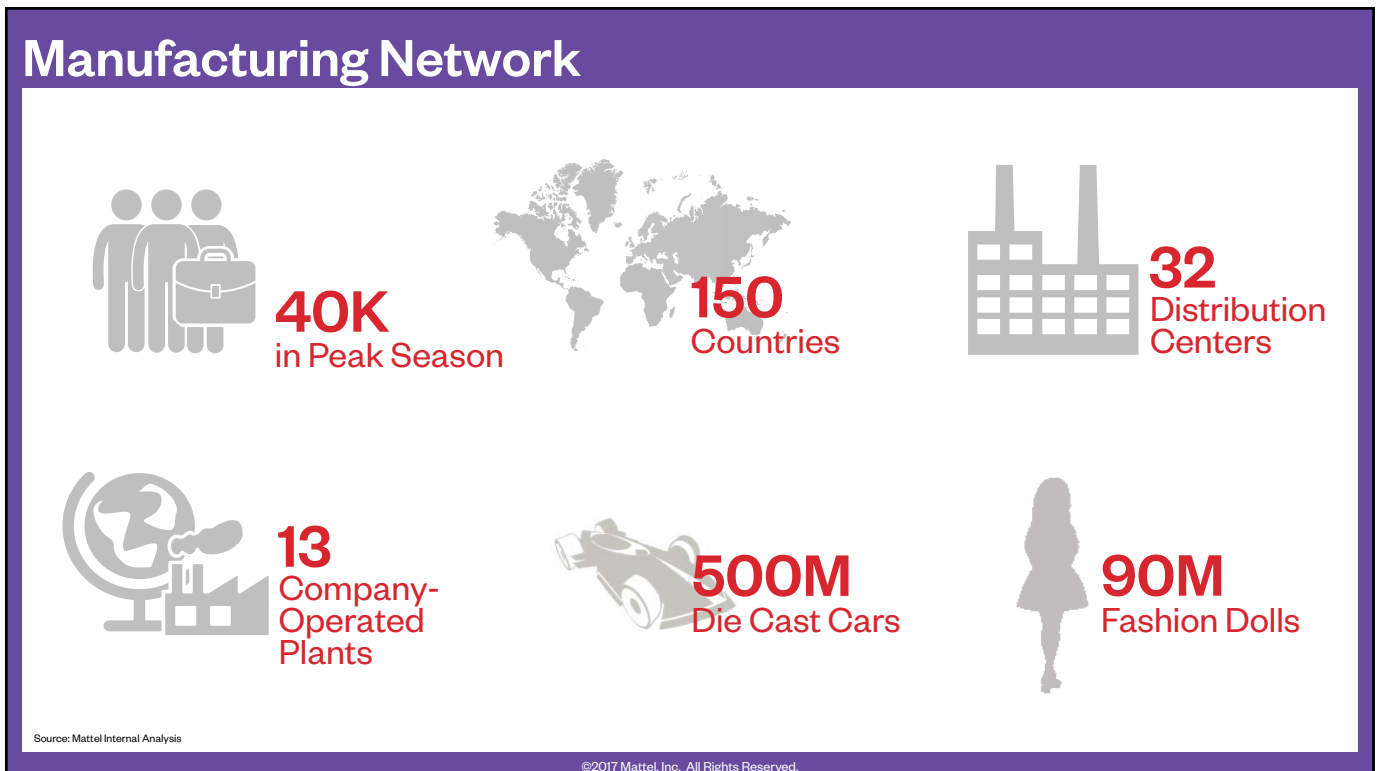


## Mattel

is building a fast, lean and digitally-connected supply chain to enable our growth strategy

- 1 Simplify & Standardize
- 2 Accelerate & Digitize

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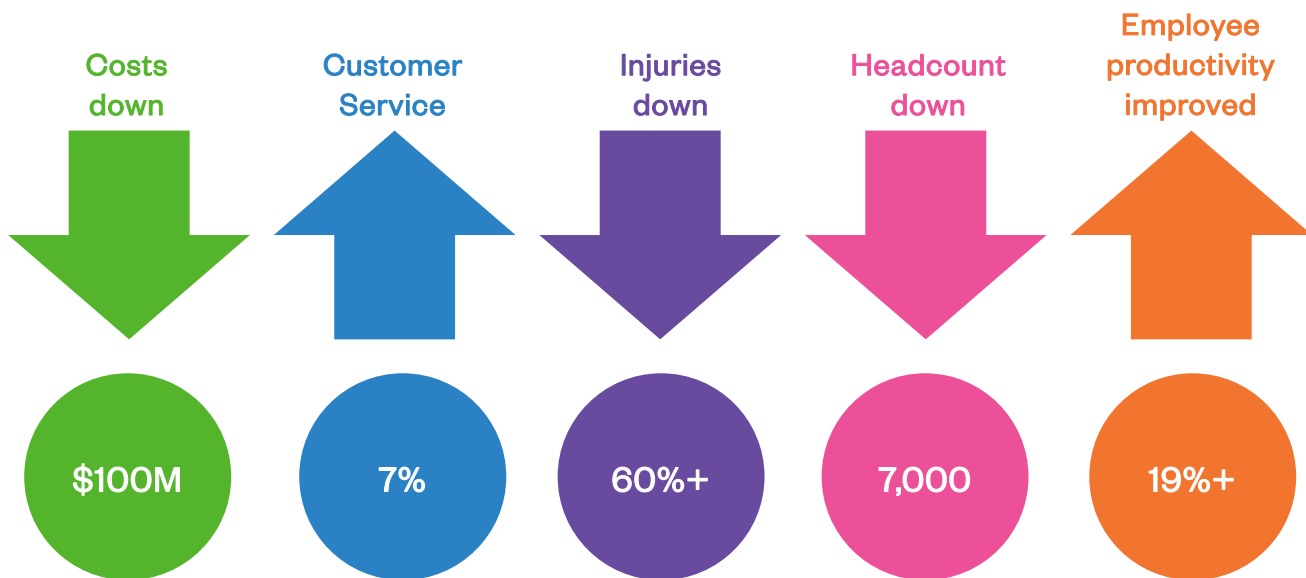


## We Had to Improve

- ✓ Talent
- ✓ Engineering
- ✓ Process Improvement



## Improvements Over Last Three Years



Source: Mattel Internal Analysis

**\$240M**  
**gross cost savings**  
**2017-2018**



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# 1 Simplify & Standardize

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## Simplify & Standardize - Portfolio



## Simplify & Standardize - Platform

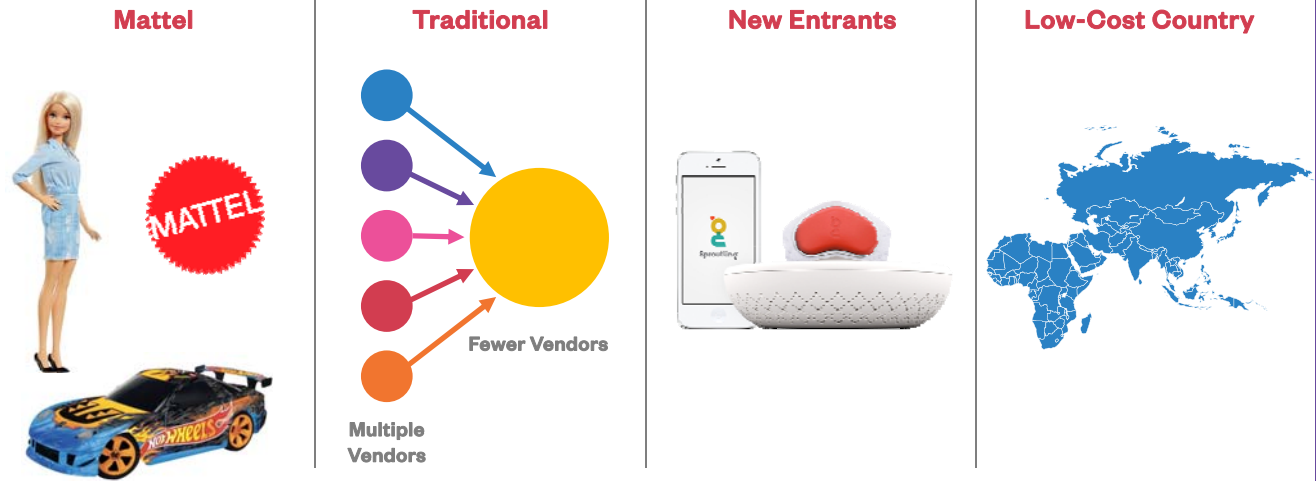


## Simplify & Standardize – Design for Automation



## Simplify & Standardize

Develop our manufacturing network



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## 2 Accelerate & Digitize

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## Accelerate & Digitize



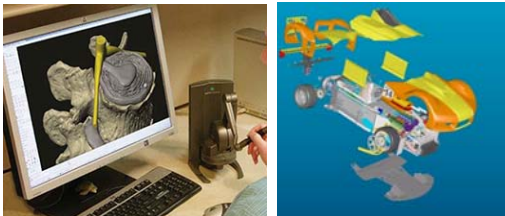
Ultimate Justice League Batmobile



Barbie Dreamhouse

## Accelerate & Digitize

digital design & automation



planning systems and e-commerce



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# Mattel

has a track record delivering  
low cost and high quality

# Mattel

combines the best in internal  
and third-party manufacturing

We are building a  
fast, lean and  
digitally-connected  
supply chain to  
enable Mattel's  
growth strategy

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