

JOHN CHEVEDDEN

March 1, 2021

Office of Chief Counsel
Division of Corporation Finance
Securities and Exchange Commission
100 F Street, NE
Washington, DC 20549

6 Rule 14a-8 Proposal
Mattel, Inc. (MAT)
Independent Board Chairman
John Chevedden

Ladies and Gentlemen:

This is in regard to the January 22, 2021 no-action request.

This no action request raises the question of whether there was a serious breach in the company email system that might be so convenient for management's resistance to a rule 14a-8 proposal.

There is not even a management statement as to the health of its email system during the relevant date.

Sincerely,


John Chevedden

cc: Tiffani Magri <Tiffani.Magri@Mattel.com>

JOHN CHEVEDDEN

February 18, 2021

Office of Chief Counsel
Division of Corporation Finance
Securities and Exchange Commission
100 F Street, NE
Washington, DC 20549

5 Rule 14a-8 Proposal
Mattel, Inc. (MAT)
Independent Board Chairman
John Chevedden

Ladies and Gentlemen:

This is in regard to the January 22, 2021 no-action request.

It is stomach turning that management would try to exclude a shareholder who has owned 200 shares of Mattel stock continuously since 2001.

Meanwhile the stock has "increased" in value by a whopping 04%.

Management is also making a serious attack on the use of electronic communications.

Management seeks to set a precedent that if a shareholder submits a rule 14a-8 proposal to 3 previously used company email address and promptly sends the broker letter to the same 3 email addresses, the prospects would be good for any management at any company to make a claim of not receiving the broker letter based simply on verbal denials that are not backed up by any description whatsoever of a search method for locating recent email messages to management.

Sincerely,



John Chevedden

cc: Tiffani Magri <Tiffani.Magri@Mattel.com>

JOHN CHEVEDDEN

February 17, 2021

Office of Chief Counsel
Division of Corporation Finance
Securities and Exchange Commission
100 F Street, NE
Washington, DC 20549

4 Rule 14a-8 Proposal
Mattel, Inc. (MAT)
Independent Board Chairman
John Chevedden

Ladies and Gentlemen:

This is in regard to the January 22, 2021 no-action request.

Management requested the broker letter by email to one email address. The shareholder timely forwarded the broker letter by email to 3 email addresses. There is evidence of both being sent. Management has not claimed its evidence of sending the broker letter request by email is equal to the shareholder's evidence of sending of the broker letter by email. Management does not have a theory on how the shareholder's evidence could be faked.

The management February 13, 2021 letter merely says that 3 company representatives have no record of receiving an email.

This loose language leaves the door open that these 3 company representatives received the email message and erased it or routed it to junk, which is then deleted, or did a cursory search.

The broker clearly intended that the letter to have the date of "market close on January 7, 2021" because the letter was dated "January 08, 2021." Management did not provide any purported precedent of a January broker letter not reflecting the new year.

My local bank said they will cash a check in early January if the year of the check does not reflect the new year. Management and the outside firm have not stated that they have an ironclad policy of not attempting to cash checks that do not reflect the new year in early January.

Management is waging a war on the long term Staff encouragement of electronic communications. Meanwhile the managements at other companies are discouraging hard copy communications due to the pandemic.

Sincerely,



John Chevedden

cc: Tiffani Magri <Tiffani.Magri@Mattel.com>

JOHN CHEVEDDEN

February 16, 2021

Office of Chief Counsel
Division of Corporation Finance
Securities and Exchange Commission
100 F Street, NE
Washington, DC 20549

3 Rule 14a-8 Proposal
Mattel, Inc. (MAT)
Independent Board Chairman
John Chevedden

Ladies and Gentlemen:

This is in regard to the January 22, 2021 no-action request.

The management February 13, 2021 letter merely says that 3 company representatives have no record of receiving an email.

This loose language leaves the door open that these 3 company representatives received the email message and erased it or routed it to junk which is then deleted.

Additional information will follow.

Sincerely,



John Chevedden

cc: Tiffani Magri <Tiffani.Magri@Mattel.com>

February 13, 2021

VIA E-MAIL

Office of Chief Counsel
Division of Corporation Finance
Securities and Exchange Commission
100 F Street, NE
Washington, DC 20549

Re: *Mattel, Inc.*
Supplemental Letter Regarding Stockholder Proposal of John Chevedden
Securities Exchange Act of 1934—Rule 14a-8

Ladies and Gentlemen:

On January 22, 2021, we submitted a letter (the “No-Action Request”) on behalf of our client, Mattel, Inc. (the “Company”), notifying the staff of the Division of Corporation Finance (the “Staff”) that the Company intends to omit from its proxy statement and form of proxy for its 2021 Annual Meeting of Stockholders (collectively, the “2021 Proxy Materials”) a stockholder proposal (the “Proposal”), including statements in support thereof received from John Chevedden (the “Proponent”). The No-Action Request indicated our belief that the Proposal may be excluded from the 2021 Proxy Materials pursuant to Rule 14a-8(b) and Rule 14a 8(f)(1) because the Proponent failed to provide the requisite proof of continuous stock ownership in response to the Company’s proper request for that information.

On February 8, 2021, the Proponent submitted a response to the No-Action Request (the “Response”), a copy of which is attached hereto as Exhibit A. In the Response, the Proponent claimed that a broker letter was “delivered to management on January 8, 2021” and attached two JPEG files that appear to be photographs of a computer screen purporting to show an email sent to the Company. In addition to the JPEG files, the Proponent attached a letter from Fidelity Investments, dated January 8, 2021 (the “Fidelity Letter”), confirming the Proponent’s ownership of Company stock “as of market close on January 7, 2020.”

Office of Chief Counsel
Division of Corporation Finance
February 13, 2021
Page 2

We continue to believe that the Proposal is excludable pursuant to Rule 14a-8(b) and Rule 14a 8(f)(1) despite the information set forth in the Response because the Company has no record of receiving the Response before the relevant deadline and because the Fidelity Letter—even if it had been timely received by the Company—did not demonstrate the Proponent’s ownership of the requisite Company shares.

First, we note that the Fidelity Letter was not timely received by the Company. After receiving the Response on February 8, 2021, including the Proponent’s JPEG files suggesting that he sent an email with the Fidelity Letter to the Company on January 8, 2021, the Company reviewed its records to locate the email. None of the three Company representatives to whom the email shown in the JPEG files was purportedly sent have any record of receiving that email. Moreover, the Proponent has not provided the Company or the Staff with the actual email containing evidentiary proof that was purportedly transmitted to the Company on January 8, 2021. Instead, he provided two JPEG files that appear to be screenshots of the Proponent’s computer. This is despite (as noted in the No-Action Request) the Company’s January 15, 2021 email to the Proponent notifying him that the Company had not received any documentation regarding his ownership in the Company. In fact, prior to the Response, the only correspondence that the Company received from the Proponent since he submitted the Proposal on December 24, 2020 was a blank email sent to Ms. Magri on January 22, 2021 at 4:45 pm Pacific Time, a copy of which is attached here as Exhibit B. The burden is on the Proponent to demonstrate that the proof of ownership was timely received by the Company, and the Response is insufficient to discharge the Proponent’s burden.

Second, we note that even if the Proponent had delivered the Fidelity Letter to the Company in a timely manner, it was insufficient to demonstrate that the Proponent continuously held the required number or amount of Company shares for the one-year period preceding and including December 24, 2020, the date the Proposal was submitted to the Company. The Fidelity Letter “confirm[s] that as of market close on January 7, 2020, [the Proponent] has continuously owned” certain shares of the Company “since September 1, 2019” (emphasis added). Thus, it only demonstrates ownership of the Company’s shares from September 1, 2019 through January 7, 2020 (approximately four months and not including the December 24, 2020 submission date). As a result, the Fidelity Letter would not have provided sufficient proof of the Proponent’s continuous ownership as of the date the Proposal was submitted to the Company, as required under Rule 14a-8(b). See Exhibit A.

Based upon the foregoing and the No-Action Request, we respectfully request that the Staff concur that it will take no action if the Company excludes the Proposal from its 2021 Proxy Materials. Correspondence regarding this letter should be sent to

GIBSON DUNN

Office of Chief Counsel
Division of Corporation Finance
February 13, 2021
Page 3

shareholderproposals@gibsondunn.com. If we can be of any further assistance in this matter, please do not hesitate to call me at (202) 955-8287, or Tiffani L. Magri, the Company's Senior Vice President, Assistant General Counsel and Assistant Secretary, via email at tiffani.magri@mattel.com.

Sincerely,



Elizabeth A. Ising

Enclosures

cc: Tiffani L. Magri, Mattel, Inc.
John Chevedden

EXHIBIT A

From: John Chevedden ***
Date: February 8, 2021 at 5:55:52 AM PST
To: Office of Chief Counsel <shareholderproposals@sec.gov>
Cc: "Magri, Tiffani" <Tiffani.Magri@mattel.com>
Subject: #2 Rule 14a-8 Proposal `(MAT)

**** This email was sent from an external source ****

Ladies and Gentlemen,
Please see the attached letter.
Sincerely,
John Chevedden

JOHN CHEVEDDEN

February 8, 2021

Office of Chief Counsel
Division of Corporation Finance
Securities and Exchange Commission
100 F Street, NE
Washington, DC 20549

2 Rule 14a-8 Proposal
Mattel, Inc. (MAT)
Independent Board Chairman
John Chevedden

Ladies and Gentlemen:

This is in regard to the January 22, 2021 no-action request.

The attached broker letter was delivered to management on January 8, 2021.
Attached is also photographic evidence.

Sincerely,


John Chevedden

cc: Tiffani Magri <Tiffani.Magri@Mattel.com>

Personal Investing

P.O. Box 770001
Cincinnati, OH 45277-0045



January 08, 2021

JOHN R. CHEVEDDEN

To Whom It May Concern:

This letter is provided as the request of Mr. John R. Chevedden, a customer of Fidelity Investments.

Please accept this letter as confirmation that as of market close on January 7, 2020, Mr. Chevedden has continuously owned no fewer than the shares quantities of the securities show in the table below, since September 1, 2019.

Security Name	CUSIP	Symbol	Share Quantity
MATTEL INC	577081102	MAT	200
ALLEGIANT TRAVEL CO	01748X102	ALGT	25

These securities are registered in the name of National Financial Services LLC, a DTC participant (DTC number: 0226) and Fidelity Investments subsidiary. Please note that this information is unaudited and not intended to replace the account holder's monthly statements or official tax documents.

I hope this information is helpful. For any other issues or general inquiries, please contact a Fidelity representative at 800-544-6666. Thank you for choosing Fidelity Investments.

Sincerely,

Patrick Solomons
Operations Specialist

Our File: W320828-04JAN21

Page 1 of 1

OSGCSC/OSGFREFRM
W320828-04JAN21

Fidelity Brokerage Services LLC, Members NYSE, SIPC.

John Chevedden @

File 14a-8 Proposal (MAT) bib

cc: Sent - Closed7p January 8, 2021 at 7:22 PM
Details

To: Magri, Tiffani, Cc: Balasarian, Lillian, Normile, Bob

Dear Ms. Magri,
Please see the attached broker letter.
John Chevedden

Personal Investing

P.O. Box 77866
Cincinnati, OH 45277-0266



January 08, 2021

JOHN K. CHEVEDDEN

To Whom It May Concern:

This letter is provided as requested by Mr. John K. Chevedden, a customer of Fidelity Investments.

Please accept this letter as confirmation that as of market close on January 1, 2021, Mr. Chevedden has continuously owned no fewer than the share quantities of the securities shown in the table below, since September 1, 2019.

Security Name	CUSIP	Braided	Share Quantity
MATTEL INC	571981100	MAT	100
ALLIANT TRAVEL CO I	02148X102	ALLI	25

These securities are registered in the name of National Financial Services LLC, a DTC participant (DTC number: 9226) and Fidelity Investments subsidiary. Please note the due information is provided and not intended to replace the account holder's monthly statements or official tax documents.

I hope this information is helpful. For any other issues or general inquiries, please contact a Fidelity representative at 800-544-6666. Thank you for choosing Fidelity Investments.

Sincerely,

Patrick Schmitt
Operations Specialist

Our File: W32928-66AAS71

Begin forwarded message:

From: John Chevedden [REDACTED] ***
Subject: Rule 14a-8 Proposal (MAT) bib
Date: January 8, 2021 at 7:22:30 PM PST
To: "Magri, Tiffani" <Tiffani.Magri@Mattel.com>
Cc: "Balasarian, Lillian" <Lillian.Balasarian@Mattel.com>, "Normile, Bob" <Robert.Normile@mattel.com>

Dear Ms. Magri,
Please see the attached broker letter.
John Chevedden

Personal Investing

P.O. Box 70881
Cincinnati, OH 45271-0881



January 08, 2021

JOHN B. CHEVEDDEN

[REDACTED] ***

To Whom It May Concern:

This letter is provided as the request of Mr. John B. Chevedden, a customer of Fidelity Investments.

Please accept this letter as confirmation that as of market close on January 7, 2021, Mr. Chevedden has continuously owned for longer than the stated quantities of the securities shown in the table below, since September 1, 2019.

Security Name	CUSIP	Symbol	Share Quantity
MATTEL INC	377081182	MAT	200
ALLEGRIANT TRAVEL CO	01746X100	ALGT	25

These securities are registered in the name of National Financial Services LLC, a DTC participant (DTC number: 0210) and Fidelity Investments subsidiary. Please note that this information is provided and not intended to replace the account holder's custody statements or official tax documents.

I hope this information is helpful. For any other issues or general inquiries, please contact a Fidelity representative at 800-544-6666. Thank you for choosing Fidelity Investments.

Sincerely,

Patrick Schomae
Operations Specialist

Our File #220828-0418171

EXHIBIT B

From: John Chevedden ***
Sent: Friday, January 22, 2021 4:54 PM
To: Magri, Tiffani <Tiffani.Magri@Mattel.com>
Subject:

** This email was sent from an external source **

JOHN CHEVEDDEN

February 8, 2021

Office of Chief Counsel
Division of Corporation Finance
Securities and Exchange Commission
100 F Street, NE
Washington, DC 20549

2 Rule 14a-8 Proposal
Mattel, Inc. (MAT)
Independent Board Chairman
John Chevedden

Ladies and Gentlemen:

This is in regard to the January 22, 2021 no-action request.

The attached broker letter was delivered to management on January 8, 2021.
Attached is also photographic evidence.

Sincerely,


John Chevedden

cc: Tiffani Magri <Tiffani.Magri@Mattel.com>

Personal Investing

P.O. Box 770001
Cincinnati, OH 45277-0045



January 08, 2021

JOHN R. CHEVEDDEN

To Whom It May Concern:

This letter is provided as the request of Mr. John R. Chevedden, a customer of Fidelity Investments.

Please accept this letter as confirmation that as of market close on January 7, 2020, Mr. Chevedden has continuously owned no fewer than the shares quantities of the securities show in the table below, since September 1, 2019.

Security Name	CUSIP	Symbol	Share Quantity
MATTEL INC	577081102	MAT	200
ALLEGIANT TRAVEL CO	01748X102	ALGT	25

These securities are registered in the name of National Financial Services LLC, a DTC participant (DTC number: 0226) and Fidelity Investments subsidiary. Please note that this information is unaudited and not intended to replace the account holder's monthly statements or official tax documents.

I hope this information is helpful. For any other issues or general inquiries, please contact a Fidelity representative at 800-544-6666. Thank you for choosing Fidelity Investments.

Sincerely,

Patrick Solomons
Operations Specialist

Our File: W320828-04JAN21

Page 1 of 1

OSGCSC/OSGFREFFRM
W320828-04JAN21

Fidelity Brokerage Services LLC, Members NYSE, SIPC.

JOHN CHEVEDDEN

January 26, 2021

Office of Chief Counsel
Division of Corporation Finance
Securities and Exchange Commission
100 F Street, NE
Washington, DC 20549

1 Rule 14a-8 Proposal
Mattel, Inc. (MAT)
Independent Board Chairman
John Chevedden

Ladies and Gentlemen:

This is in regard to the January 22, 2021 no-action request.

The attached broker letter was delivered to management on January 8, 2021.
More information to follow.

Sincerely,


John Chevedden

cc: Tiffani Magri <Tiffani.Magri@Mattel.com>

Personal Investing

P.O. Box 770001
Cincinnati, OH 45277-0045



January 08, 2021

JOHN R. CHEVEDDEN

To Whom It May Concern:

This letter is provided as the request of Mr. John R. Chevedden, a customer of Fidelity Investments.

Please accept this letter as confirmation that as of market close on January 7, 2020, Mr. Chevedden has continuously owned no fewer than the shares quantities of the securities show in the table below, since September 1, 2019.

Security Name	CUSIP	Symbol	Share Quantity
MATTEL INC	577081102	MAT	200
ALLEGIANT TRAVEL CO	01748X102	ALGT	25

These securities are registered in the name of National Financial Services LLC, a DTC participant (DTC number: 0226) and Fidelity Investments subsidiary. Please note that this information is unaudited and not intended to replace the account holder's monthly statements or official tax documents.

I hope this information is helpful. For any other issues or general inquiries, please contact a Fidelity representative at 800-544-6666. Thank you for choosing Fidelity Investments.

Sincerely,

Patrick Solomons
Operations Specialist

Our File: W320828-04JAN21

Page 1 of 1

OSGCSC/OSGFREFRM
W320828-04JAN21

Fidelity Brokerage Services LLC, Members NYSE, SIPC.

January 22, 2021

VIA E-MAIL

Office of Chief Counsel
Division of Corporation Finance
Securities and Exchange Commission
100 F Street, NE
Washington, DC 20549

Re: *Mattel, Inc.*
Stockholder Proposal of John Chevedden
Securities Exchange Act of 1934—Rule 14a-8

Ladies and Gentlemen:

This letter is to inform you that our client, Mattel, Inc. (the “Company”), intends to omit from its proxy statement and form of proxy for its 2021 Annual Meeting of Stockholders (collectively, the “2021 Proxy Materials”) a stockholder proposal (the “Proposal”), including statements in support thereof received from John Chevedden (the “Proponent”).

Pursuant to Rule 14a-8(j), we have:

- filed this letter with the Securities and Exchange Commission (the “Commission”) no later than eighty (80) calendar days before the Company intends to file its definitive 2021 Proxy Materials with the Commission; and
- concurrently sent a copy of this correspondence to the Proponent.

Rule 14a-8(k) and Staff Legal Bulletin No. 14D (Nov. 7, 2008) (“SLB 14D”) provide that stockholder proponents are required to send companies a copy of any correspondence that the proponent elects to submit to the Commission or the staff of the Division of Corporation Finance (the “Staff”). Accordingly, we are taking this opportunity to inform the Proponent that if he elects to submit additional correspondence to the Commission or the Staff with respect to the Proposal, a copy of that correspondence should be furnished concurrently to the undersigned on behalf of the Company pursuant to Rule 14a-8(k) and SLB 14D.

Office of Chief Counsel
Division of Corporation Finance
January 22, 2021
Page 2

BASIS FOR EXCLUSION

We hereby respectfully request that the Staff concur in our view that the Proposal may be excluded from the 2021 Proxy Materials pursuant to Rule 14a-8(b) and Rule 14a-8(f)(1) because the Proponent failed to provide the requisite proof of continuous share ownership in response to the Company's proper request for that information.

BACKGROUND

On December 24, 2020, the Proposal was submitted to the Company via email. *See Exhibit A.* The Proponent did not include with the letter any documentary evidence of his ownership of Company shares. In addition, the Company reviewed its stock records, which did not indicate that the Proponent was a record owner of Company shares.

Accordingly, the Company properly sought verification of share ownership from the Proponent. Specifically, on December 28, 2020, the Company sent the Proponent a letter via email and Federal Express identifying the deficiency, notifying the Proponent of the requirements of Rule 14a-8 and explaining how the Proponent could cure the procedural deficiency (the "Deficiency Notice"). The Deficiency Notice, attached hereto as Exhibit B, provided detailed information regarding the "record" holder requirements, as clarified by Staff Legal Bulletin No. 14F (Oct. 18, 2011) ("SLB 14F"), and attached a copy of Rule 14a-8 and SLB 14F. Specifically, the Deficiency Notice stated:

- the ownership requirements of Rule 14a-8(b);
- that, according to the Company's stock records, the Proponent was not a record owner of sufficient shares;
- the type of statement or documentation necessary to demonstrate beneficial ownership under Rule 14a-8(b), including "a written statement from the 'record' holder of [the Proponent's] shares (usually a broker or a bank) verifying that [the Proponent] continuously held the required number or amount of Company shares for the one-year period preceding and including December 24, 2020," the date the Proposal was submitted to the Company; and

Office of Chief Counsel
Division of Corporation Finance
January 22, 2021
Page 3

- that any response had to be postmarked or transmitted electronically no later than 14 calendar days from the date the Proponent received the Deficiency Notice.

Federal Express records confirm delivery of the Deficiency Notice at 10:15 a.m. local time on December 29, 2020, five calendar days after the Company's receipt of the Proposal. *See Exhibit C.* The deadline for the Proponent to transmit any response to the Deficiency Notice was at the latest January 12, 2021, based on the December 29, 2020 delivery date of the mailed Deficiency Notice (and January 11, 2021 based on the date the Deficiency Notice was emailed to the Proponent). In light of the Proponent's failure to provide any evidentiary proof, on January 15, 2021 the Company sent the Proponent an email requesting he withdraw the Proposal. *See Exhibit D.* As of the date of this letter, the Company has not received further correspondence or any evidentiary proof from the Proponent.

ANALYSIS

The Proposal May Be Excluded Under Rule 14a-8(b) And Rule 14a-8(f)(1) Because The Proponent Failed To Establish The Requisite Eligibility To Submit The Proposal.

The Company may exclude the Proposal under Rule 14a-8(f)(1) because the Proponent failed to substantiate his eligibility to submit the Proposal in compliance with Rule 14a-8. Rule 14a-8(b)(1) provides, in part, that “[i]n order to be eligible to submit a proposal, a shareholder must have continuously held at least \$2,000 in market value, or 1%, of the company's securities entitled to be voted on the proposal at the meeting for at least one year by the date the shareholder submit[s] the proposal.” Staff Legal Bulletin No. 14 (July 13, 2001) (“SLB 14”) specifies that when the stockholder is not the registered holder, the stockholder “is responsible for proving his or her eligibility to submit a proposal to the company,” which the stockholder may do by one of the two ways provided in Rule 14a-8(b)(2). *See* Section C.1.c., SLB 14. Rule 14a-8(f)(1) permits a company to exclude a stockholder proposal from the company's proxy materials if the proponent fails to comply with the eligibility or procedural requirements under Rule 14a-8, including failing to provide the beneficial ownership information required under Rule 14a-8(b), provided that the company has timely notified the proponent of the deficiency, and the proponent has failed to correct such deficiency within 14 calendar days of receipt of such notice.

Office of Chief Counsel
Division of Corporation Finance
January 22, 2021
Page 4

The Staff has consistently concurred with the exclusion of proposals when proponents have failed, following a timely and proper request by a company, to timely furnish evidence of eligibility to submit the stockholder proposal pursuant to Rule 14a-8(b). For example, in *FedEx Corp.* (avail. June 5, 2019), the proponent submitted a proposal without any accompanying proof of ownership and did not provide any documentary support until 15 days following receipt of the company's deficiency notice. Despite being just one day late, the Staff concurred with the exclusion of the proposal pursuant to Rule 14a-8(b) and Rule 14a-8(f)(1). *See also Time Warner Inc.* (avail. Mar. 13, 2018); *ITC Holdings Corp.* (avail. Feb. 9, 2016); *Prudential Financial, Inc.* (avail. Dec. 28, 2015); *Mondelēz International, Inc.* (avail. Feb. 27, 2015) (each concurring with the exclusion of a stockholder proposal where the proponent supplied proof of ownership 18, 35, 23, and 16 days, respectively, after receiving the company's timely deficiency notice). This was the outcome even if the evidence ultimately furnished otherwise satisfied Rule 14a-8(b). Here, the Proponent submitted a proposal without any accompanying proof of ownership, and did not provide *any* documentary support following receipt of the Company's Deficiency Notice. As such, the Company may exclude the Proposal pursuant to Rule 14a-8(f)(1) and Rule 14a-8(b).

As discussed above and consistent with this guidance, the Company satisfied its obligation under Rule 14a-8 to timely notify the Proponent of this deficiency by timely providing the Proponent with the Deficiency Notice, clearly identifying the deficiency and specifically setting forth the requirement that the Proponent include a written statement from the record holder of the shares. *See Exhibit B.* The Deficiency Notice further explained that if the Proponent's "broker or bank is not a DTC participant" and the "DTC participant that holds [such] shares is not able to confirm [the Proponent's] individual holdings but is able to confirm the holdings of [the Proponent's] broker or bank," then the Proponent must submit two written statements: "(i) one from [the Proponent's] broker or bank confirming [the Proponent's] ownership, and (ii) the other from the DTC participant confirming the broker or bank's ownership." *See id.* The Deficiency Notice also included copies of both Rule 14a-8 and SLB 14F. The Proponent failed to provide any documentary evidence of ownership of Company shares, either with the original Proposal or in response to the Company's timely Deficiency Notice, and has therefore not demonstrated eligibility under Rule 14a-8 to submit the Proposal.

Accordingly, we ask that the Staff concur that the Company may exclude the Proposal under Rule 14a-8(b) and Rule 14a-8(f)(1).

Office of Chief Counsel
Division of Corporation Finance
January 22, 2021
Page 5

CONCLUSION

Based upon the foregoing analysis, we respectfully request that the Staff concur that it will take no action if the Company excludes the Proposal from its 2021 Proxy Materials.

We would be happy to provide you with any additional information and answer any questions that you may have regarding this subject. Correspondence regarding this letter should be sent to shareholderproposals@gibsondunn.com. If we can be of any further assistance in this matter, please do not hesitate to call me at (202) 955-8287, or Tiffani L. Magri, the Company's Senior Vice President, Assistant General Counsel and Assistant Secretary, via email at tiffani.magri@mattel.com.

Sincerely,



Elizabeth A. Ising

Enclosures

cc: Tiffani L. Magri, Mattel, Inc.
John Chevedden

EXHIBIT A

From: [John Chevedden](#)
To: [Normile, Bob](#)
Cc: [Magri, Tiffani](#); [Balasanian, Lilian](#)
Subject: Rule 14a-8 Proposal (MAT) ``
Date: Thursday, December 24, 2020 12:55:48 PM
Attachments: [24122020_5.pdf](#)

**** This email was sent from an external source ****

Mr. Normile,

Please see the attached rule 14a-8 proposal to improve corporate governance and enhance long-term shareholder value at de minimis up-front cost – especially considering the substantial market capitalization of the company.

I expect to forward a broker letter soon so if you acknowledge this proposal in an email message it may very well save you from requesting a broker letter from me.

Sincerely,
John Chevedden

Mr. Robert Normile
Corporate Secretary
Mattel, Inc. (MAT)
333 Continental Blvd.
El Segundo, CA 90245
PH: 310-252-2000
FX: 310-252-2180

Dear Mr. Normile,

This Rule 14a-8 proposal is respectfully submitted in support of the long-term performance of our company.

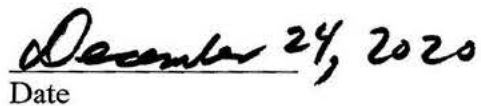
This Rule 14a-8 proposal is intended as a low-cost method to improve company performance – especially compared to the substantial capitalization of our company.

This proposal is for the next annual shareholder meeting. Rule 14a-8 requirements will be met including the continuous ownership of the required stock value until after the date of the respective shareholder meeting and presentation of the proposal at the annual meeting. This submitted format, with the shareholder-supplied emphasis, is intended to be used for definitive proxy publication.

I expect to forward a broker letter soon so if you acknowledge this proposal in an email message it may very well save you from requesting a broker letter from me.

Sincerely,


John Chevedden


Date

cc: Tiffani Magri <Tiffani.Magri@Mattel.com>
Assistant Secretary
PH: 310-252-2992
FX: 310-252-2922
Kristen Ujimori <Kristen.Ujimori@Mattel.com>
Lilian Balasarian <Lilian.Balasanian@Mattel.com>

[MAT – Rule 14a-8 Proposal, December 24, 2020]
[This line and any line above it – *Not* for publication.]

Proposal 4 – Independent Board Chairman

Shareholders request that our Board of Directors adopt as a policy, and amend the bylaws as necessary, to require the Chair of the Board of Directors, whenever possible, be an independent member of the Board.

If the Board determines that a Chair is no longer independent, the Board shall select a new Chair who satisfies the requirements of the policy within a reasonable amount of time. Compliance with this policy is temporarily waived if, in the unlikely event, no independent director is available and willing to serve as Chair.

This policy could be phased in when there is a contract renewal for our current CEO or for the next CEO transition.

This proposal topic won 52% support at Boeing and 54% support at Baxter International in 2020. Boeing adopted this proposal topic in June 2020.

The roles of Chairman and CEO are fundamentally different and should be held by 2 directors, a CEO and a Chairman who is completely independent of the CEO and our company.

- The role of the CEO and management is to run the company.
- The role of the Board of Directors is to provide independent oversight of management and the CEO.
- There is a potential conflict of interest for a CEO to have the oversight role of Chairman.

It is more important to have an independent Chairman of the Board since the Lead Director structure is not working out at Mattel. Our Lead Director, Mr. Michael Dolan, has 17-years long tenure. Long tenure leads to a lack of independence and independence is the most important attribute of a Lead Director.

Mr. Dolan's leadership is under question since Mr. Dolan is also the chair of the management pay committee and management pay was rejected by 43 million votes at the 2020 Mattel annual meeting. The 43 million negative votes were worse than the 39 million negative votes in 2019. And in 2018 a majority of shares rejected MAT management pay. Management pay needs to avoid being excessive and also needs to have the right incentives.

Support for this proposal topic at MAT went up 38% in 2020 compared to 2018.

In 2020 MAT management said that MAT shareholders benefited from a lack of an independent board chairman. It would be a benefit if one believes that a stock price drop from \$33 in 2016 is a benefit to MAT shareholders. Management should be especially receptive to an independent board chairman structure given Mattel's failed stock price without an independent board chairman.

Independent Board Chairman – Proposal 4

[The line above – *Is* for publication. Please assign the correct proposal number in the 2 places.]

Notes:

This proposal is believed to conform with Staff Legal Bulletin No. 14B (CF), September 15, 2004 including (emphasis added):

Accordingly, going forward, we believe that it would not be appropriate for companies to exclude supporting statement language and/or an entire proposal in reliance on rule 14a-8(l)(3) in the following circumstances:

- the company objects to factual assertions because they are not supported;
- the company objects to factual assertions that, while not materially false or misleading, may be disputed or countered;
- the company objects to factual assertions because those assertions may be interpreted by shareholders in a manner that is unfavorable to the company, its directors, or its officers; and/or
- the company objects to statements because they represent the opinion of the shareholder proponent or a referenced source, but the statements are not identified specifically as such.

We believe that it is appropriate under rule 14a-8 for companies to address these objections in their statements of opposition.

See also: Sun Microsystems, Inc. (July 21, 2005).

The stock supporting this proposal will be held until after the annual meeting and the proposal will be presented at the annual meeting. Please acknowledge this proposal promptly by email

The graphic below is intended to be published with the rule 14a-8 proposal.

The graphic is to be the same size as the largest management graphic (and accompanying bold or highlighted management text with a graphic) or any highlighted management executive summary used in conjunction with a management proposal or a rule 14a-8 shareholder proposal in the 2021 proxy.

The proponent is willing to discuss the in unison elimination of both shareholder graphic and management graphic in the proxy in regard to specific proposals.



FOR



EXHIBIT B

From: [Magri, Tiffani](#)
To: [John Chevedden](#)
Cc: [Balasanian, Lilian](#); [Normile, Bob](#)
Subject: RE: Rule 14a-8 Proposal (MAT)` `
Date: Monday, December 28, 2020 3:18:50 PM
Attachments: [image001.png](#)
[J Chevedden - Deficiency Notice.PDF](#)

Mr. Chevedden,

Apologies – per my below email, the executed version of the notice is attached.

Best regards,
Tiffani

Tiffani Magri
Senior Vice President, Assistant General Counsel & Assistant Secretary –
Corporate/Securities, Global Commercial/Operations and Government Affairs
Mattel, Inc.
+1 310 2522992
tiffani.magri@mattel.com



Empowering the next generation to explore the wonder of childhood and reach their full potential.

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From: Magri, Tiffani
Sent: Monday, December 28, 2020 12:12 PM
To: John Chevedden ***
Cc: Balasanian, Lilian <Lilian.Balasanian@Mattel.com>; Normile, Bob <Robert.Normile@mattel.com>
Subject: RE: Rule 14a-8 Proposal (MAT)` `

Mr. Chevedden,

Thank you for your email. Please see the attached notice in regards to your proposal. We have also sent a hard copy of the attached notice to you via overnight courier.

We wish you the best in the new year!

Best regards,
Tiffani

Tiffani Magri
Senior Vice President, Assistant General Counsel & Assistant Secretary –
Corporate/Securities, Global Commercial/Operations and Government Affairs
Mattel, Inc.

+1 310 2522992

tiffani.magri@mattel.com



Empowering the next generation to explore the wonder of childhood and reach their full potential.

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From: John Chevedden

Sent: Thursday, December 24, 2020 9:56 AM

To: Normile, Bob <Robert.Normile@mattel.com>

Cc: Magri, Tiffani <Tiffani.Magri@Mattel.com>; Balasanian, Lilian <Lilian.Balasanian@Mattel.com>

Subject: Rule 14a-8 Proposal (MAT)``

**** This email was sent from an external source ****

Mr. Normile,

Please see the attached rule 14a-8 proposal to improve corporate governance and enhance long-term shareholder value at de minimis up-front cost – especially considering the substantial market capitalization of the company.

I expect to forward a broker letter soon so if you acknowledge this proposal in an email message it may very well save you from requesting a broker letter from me.

Sincerely,

John Chevedden



December 28, 2020

VIA OVERNIGHT MAIL AND EMAIL

John Chevedden

Dear Mr. Chevedden:

I am writing on behalf of Mattel, Inc. (the “Company”), which received on December 24, 2020, your stockholder proposal entitled “Independent Board Chairman” submitted pursuant to Securities and Exchange Commission (“SEC”) Rule 14a-8 for inclusion in the proxy statement for the Company’s 2021 Annual Meeting of Stockholders (the “Proposal”).

The Proposal contains certain procedural deficiencies, which SEC regulations require us to bring to your attention. Rule 14a-8(b) under the Securities Exchange Act of 1934, as amended, provides that stockholder proponents must submit sufficient proof of their continuous ownership of at least \$2,000 in market value, or 1%, of a company’s shares entitled to vote on the proposal for at least one year as of the date the stockholder proposal was submitted. The Company’s stock records do not indicate that you are the record owner of sufficient shares to satisfy this requirement. In addition, to date we have not received proof that you have satisfied Rule 14a-8’s ownership requirements as of the date that the Proposal was submitted to the Company.

To remedy this defect, you must submit sufficient proof of your continuous ownership of the required number or amount of Company shares for the one-year period preceding and including December 24, 2020, the date the Proposal was submitted to the Company. As explained in Rule 14a-8(b) and in SEC staff guidance, sufficient proof must be in the form of:

- (1) a written statement from the “record” holder of your shares (usually a broker or a bank) verifying that you continuously held the required number or amount of Company shares for the one-year period preceding and including December 24, 2020; or
- (2) if you have filed with the SEC a Schedule 13D, Schedule 13G, Form 3, Form 4 or Form 5, or amendments to those documents or updated forms, reflecting your ownership of the required number or amount of Company shares as of or before the date on which the one-year eligibility period begins, a copy of the schedule and/or form, and any subsequent amendments reporting a change in the ownership level and a written statement that you continuously held the required number or amount of Company shares for the one-year period.

If you intend to demonstrate ownership by submitting a written statement from the “record” holder of your shares as set forth in (1) above, please note that most large U.S. brokers and banks deposit their customers’ securities with, and hold those securities through, the Depository Trust Company (“DTC”), a registered clearing agency that acts as a securities

depository (DTC is also known through the account name of Cede & Co.). Under SEC Staff Legal Bulletin No. 14F, only DTC participants are viewed as record holders of securities that are deposited at DTC. You can confirm whether your broker or bank is a DTC participant by asking your broker or bank or by checking DTC's participant list, which is available at <http://www.dtcc.com/~media/Files/Downloads/client-center/DTC/alpha.ashx>. In these situations, stockholders need to obtain proof of ownership from the DTC participant through which the securities are held, as follows:

- (1) If your broker or bank is a DTC participant, then you need to submit a written statement from your broker or bank verifying that you continuously held the required number or amount of Company shares for the one-year period preceding and including December 24, 2020.
- (2) If your broker or bank is not a DTC participant, then you need to submit proof of ownership from the DTC participant through which the shares are held verifying that you continuously held the required number or amount of Company shares for the one-year period preceding and including December 24, 2020. You should be able to find out the identity of the DTC participant by asking your broker or bank. If your broker is an introducing broker, you may also be able to learn the identity and telephone number of the DTC participant through your account statements, because the clearing broker identified on your account statements will generally be a DTC participant. If the DTC participant that holds your shares is not able to confirm your individual holdings but is able to confirm the holdings of your broker or bank, then you need to satisfy the proof of ownership requirements by obtaining and submitting two proof of ownership statements verifying that, for the one-year period preceding and including December 24, 2020, the required number or amount of Company shares were continuously held: (i) one from your broker or bank confirming your ownership, and (ii) the other from the DTC participant confirming the broker or bank's ownership.

The SEC's rules require that any response to this letter be postmarked or transmitted electronically no later than 14 calendar days from the date you receive this letter. In light of circumstances relating to the COVID-19 pandemic, please transmit any response by email to me at by email at tiffani.magri@mattel.com, with a copy to me at 333 Continental Boulevard, El Segundo, CA 90245.

If you have any questions with respect to the foregoing, please contact me at tiffani.magri@mattel.com. For your reference, I enclose a copy of Rule 14a-8 and Staff Legal Bulletin No. 14F.

Sincerely,

Tiffani L. Magri
Senior Vice President, Assistant General Counsel &
Assistant Secretary

Enclosures

Rule 14a-8 – Shareholder Proposals

This section addresses when a company must include a shareholder's proposal in its proxy statement and identify the proposal in its form of proxy when the company holds an annual or special meeting of shareholders. In summary, in order to have your shareholder proposal included on a company's proxy card, and included along with any supporting statement in its proxy statement, you must be eligible and follow certain procedures. Under a few specific circumstances, the company is permitted to exclude your proposal, but only after submitting its reasons to the Commission. We structured this section in a question-and-answer format so that it is easier to understand. The references to "you" are to a shareholder seeking to submit the proposal.

(a) *Question 1: What is a proposal?* A shareholder proposal is your recommendation or requirement that the company and/or its board of directors take action, which you intend to present at a meeting of the company's shareholders. Your proposal should state as clearly as possible the course of action that you believe the company should follow. If your proposal is placed on the company's proxy card, the company must also provide in the form of proxy means for shareholders to specify by boxes a choice between approval or disapproval, or abstention. Unless otherwise indicated, the word "proposal" as used in this section refers both to your proposal, and to your corresponding statement in support of your proposal (if any).

(b) *Question 2: Who is eligible to submit a proposal, and how do I demonstrate to the company that I am eligible?*

(1) In order to be eligible to submit a proposal, you must have continuously held at least \$2,000 in market value, or 1%, of the company's securities entitled to be voted on the proposal at the meeting for at least one year by the date you submit the proposal. You must continue to hold those securities through the date of the meeting.

(2) If you are the registered holder of your securities, which means that your name appears in the company's records as a shareholder, the company can verify your eligibility on its own, although you will still have to provide the company with a written statement that you intend to continue to hold the securities through the date of the meeting of shareholders. However, if like many shareholders you are not a registered holder, the company likely does not know that you are a shareholder, or how many shares you own. In this case, at the time you submit your proposal, you must prove your eligibility to the company in one of two ways:

(i) The first way is to submit to the company a written statement from the "record" holder of your securities (usually a broker or bank) verifying that, at the time you submitted your proposal, you continuously held the securities for at least one year. You must also include your own written statement that you intend to continue to hold the securities through the date of the meeting of shareholders; or

(ii) The second way to prove ownership applies only if you have filed a Schedule 13D (§240.13d-101), Schedule 13G (§240.13d-102), Form 3 (§249.103 of this chapter), Form 4 (§249.104 of this chapter) and/or Form 5 (§249.105 of this chapter), or amendments to those documents or updated forms, reflecting your ownership of the shares as of or before the date on which the one-year eligibility period begins. If you have filed one of these documents with the SEC, you may demonstrate your eligibility by submitting to the company:

(A) A copy of the schedule and/or form, and any subsequent amendments reporting a change in your ownership level;

(B) Your written statement that you continuously held the required number of shares for the one-year period as of the date of the statement; and

(C) Your written statement that you intend to continue ownership of the shares through the date of the company's annual or special meeting.

(c) *Question 3:* How many proposals may I submit? Each shareholder may submit no more than one proposal to a company for a particular shareholders' meeting.

(d) *Question 4:* How long can my proposal be? The proposal, including any accompanying supporting statement, may not exceed 500 words.

(e) *Question 5:* What is the deadline for submitting a proposal?

(1) If you are submitting your proposal for the company's annual meeting, you can in most cases find the deadline in last year's proxy statement. However, if the company did not hold an annual meeting last year, or has changed the date of its meeting for this year more than 30 days from last year's meeting, you can usually find the deadline in one of the company's quarterly reports on Form 10-Q (§249.308a of this chapter), or in shareholder reports of investment companies under §270.30d-1 of this chapter of the Investment Company Act of 1940. In order to avoid controversy, shareholders should submit their proposals by means, including electronic means, that permit them to prove the date of delivery.

(2) The deadline is calculated in the following manner if the proposal is submitted for a regularly scheduled annual meeting. The proposal must be received at the company's principal executive offices not less than 120 calendar days before the date of the company's proxy statement released to shareholders in connection with the previous year's annual meeting. However, if the company did not hold an annual meeting the previous year, or if the date of this year's annual meeting has been changed by more than 30 days from the date of the previous year's meeting, then the deadline is a reasonable time before the company begins to print and send its proxy materials.

(3) If you are submitting your proposal for a meeting of shareholders other than a regularly scheduled annual meeting, the deadline is a reasonable time before the company begins to print and send its proxy materials.

(f) *Question 6:* What if I fail to follow one of the eligibility or procedural requirements explained in answers to Questions 1 through 4 of this section?

(1) The company may exclude your proposal, but only after it has notified you of the problem, and you have failed adequately to correct it. Within 14 calendar days of receiving your proposal, the company must notify you in writing of any procedural or eligibility deficiencies, as well as of the time frame for your response. Your response must be postmarked, or transmitted electronically, no later than 14 days from the date you received the company's notification. A company need not provide you such notice of a deficiency if the deficiency cannot be remedied, such as if you fail to submit a proposal by the company's properly determined deadline. If the company intends to exclude the proposal, it will later have to make a submission under §240.14a-8 and provide you with a copy under Question 10 below, §240.14a-8(j).

(2) If you fail in your promise to hold the required number of securities through the date of the meeting of shareholders, then the company will be permitted to exclude all of your proposals from its proxy materials for any meeting held in the following two calendar years.

(g) *Question 7:* Who has the burden of persuading the Commission or its staff that my proposal can be excluded? Except as otherwise noted, the burden is on the company to demonstrate that it is entitled to exclude a proposal.

(h) *Question 8:* Must I appear personally at the shareholders' meeting to present the proposal?

(1) Either you, or your representative who is qualified under state law to present the proposal on your behalf, must attend the meeting to present the proposal. Whether you attend the meeting yourself or send a qualified representative to the meeting in your place, you should make sure that you, or your representative, follow the proper state law procedures for attending the meeting and/or presenting your proposal.

(2) If the company holds its shareholder meeting in whole or in part via electronic media, and the company permits you or your representative to present your proposal via such media, then you may appear through electronic media rather than traveling to the meeting to appear in person.

(3) If you or your qualified representative fail to appear and present the proposal, without good cause, the company will be permitted to exclude all of your proposals from its proxy materials for any meetings held in the following two calendar years.

(i) *Question 9:* If I have complied with the procedural requirements, on what other bases may a company rely to exclude my proposal?

(1) *Improper under state law:* If the proposal is not a proper subject for action by shareholders under the laws of the jurisdiction of the company's organization;

Note to paragraph (i)(1): Depending on the subject matter, some proposals are not considered proper under state law if they would be binding on the company if approved by shareholders. In our experience, most proposals that are cast as recommendations or requests that the board of directors take specified action are proper under state law. Accordingly, we will assume that a proposal drafted as a recommendation or suggestion is proper unless the company demonstrates otherwise.

(2) *Violation of law:* If the proposal would, if implemented, cause the company to violate any state, federal, or foreign law to which it is subject;

Note to paragraph (i)(2): We will not apply this basis for exclusion to permit exclusion of a proposal on grounds that it would violate foreign law if compliance with the foreign law would result in a violation of any state or federal law.

(3) *Violation of proxy rules:* If the proposal or supporting statement is contrary to any of the Commission's proxy rules, including §240.14a-9, which prohibits materially false or misleading statements in proxy soliciting materials;

(4) *Personal grievance; special interest:* If the proposal relates to the redress of a personal claim or grievance against the company or any other person, or if it is designed to result in a benefit to you, or to further a personal interest, which is not shared by the other shareholders at large;

(5) *Relevance:* If the proposal relates to operations which account for less than 5 percent of the company's total assets at the end of its most recent fiscal year, and for less than 5 percent of its net earnings and gross sales for its most recent fiscal year, and is not otherwise significantly related to the company's business;

(6) *Absence of power/authority:* If the company would lack the power or authority to implement the proposal;

(7) *Management functions*: If the proposal deals with a matter relating to the company's ordinary business operations;

(8) *Director elections*: If the proposal:

- (i) Would disqualify a nominee who is standing for election;
- (ii) Would remove a director from office before his or her term expired;
- (iii) Questions the competence, business judgment, or character of one or more nominees or directors;
- (iv) Seeks to include a specific individual in the company's proxy materials for election to the board of directors; or
- (v) Otherwise could affect the outcome of the upcoming election of directors.

(9) *Conflicts with company's proposal*: If the proposal directly conflicts with one of the company's own proposals to be submitted to shareholders at the same meeting;

Note to paragraph (i)(9): A company's submission to the Commission under this section should specify the points of conflict with the company's proposal.

(10) *Substantially implemented*: If the company has already substantially implemented the proposal;

Note to paragraph (i)(10): A company may exclude a shareholder proposal that would provide an advisory vote or seek future advisory votes to approve the compensation of executives as disclosed pursuant to Item 402 of Regulation S-K (§229.402 of this chapter) or any successor to Item 402 (a "say-on-pay vote") or that relates to the frequency of say-on-pay votes, provided that in the most recent shareholder vote required by §240.14a-21(b) of this chapter a single year (i.e., one, two, or three years) received approval of a majority of votes cast on the matter and the company has adopted a policy on the frequency of say-on-pay votes that is consistent with the choice of the majority of votes cast in the most recent shareholder vote required by §240.14a-21(b) of this chapter.

(11) *Duplication*: If the proposal substantially duplicates another proposal previously submitted to the company by another proponent that will be included in the company's proxy materials for the same meeting;

(12) *Resubmissions*: If the proposal deals with substantially the same subject matter as another proposal or proposals that has or have been previously included in the company's proxy materials within the preceding 5 calendar years, a company may exclude it from its proxy materials for any meeting held within 3 calendar years of the last time it was included if the proposal received:

- (i) Less than 3% of the vote if proposed once within the preceding 5 calendar years;
- (ii) Less than 6% of the vote on its last submission to shareholders if proposed twice previously within the preceding 5 calendar years; or
- (iii) Less than 10% of the vote on its last submission to shareholders if proposed three times or more previously within the preceding 5 calendar years; and

(13) *Specific amount of dividends*: If the proposal relates to specific amounts of cash or stock dividends.

(j) *Question 10*: What procedures must the company follow if it intends to exclude my proposal?

(1) If the company intends to exclude a proposal from its proxy materials, it must file its reasons with the Commission no later than 80 calendar days before it files its definitive proxy statement and form of proxy with the Commission. The company must simultaneously provide you with a copy of its submission. The Commission staff may permit the company to make its submission later than 80 days before the company files its definitive proxy statement and form of proxy, if the company demonstrates good cause for missing the deadline.

(2) The company must file six paper copies of the following:

(i) The proposal;

(ii) An explanation of why the company believes that it may exclude the proposal, which should, if possible, refer to the most recent applicable authority, such as prior Division letters issued under the rule; and

(iii) A supporting opinion of counsel when such reasons are based on matters of state or foreign law.

(k) *Question 11*: May I submit my own statement to the Commission responding to the company's arguments? Yes, you may submit a response, but it is not required. You should try to submit any response to us, with a copy to the company, as soon as possible after the company makes its submission. This way, the Commission staff will have time to consider fully your submission before it issues its response. You should submit six paper copies of your response.

(l) *Question 12*: If the company includes my shareholder proposal in its proxy materials, what information about me must it include along with the proposal itself?

(1) The company's proxy statement must include your name and address, as well as the number of the company's voting securities that you hold. However, instead of providing that information, the company may instead include a statement that it will provide the information to shareholders promptly upon receiving an oral or written request.

(2) The company is not responsible for the contents of your proposal or supporting statement.

(m) *Question 13*: What can I do if the company includes in its proxy statement reasons why it believes shareholders should not vote in favor of my proposal, and I disagree with some of its statements?

(1) The company may elect to include in its proxy statement reasons why it believes shareholders should vote against your proposal. The company is allowed to make arguments reflecting its own point of view, just as you may express your own point of view in your proposal's supporting statement.

(2) However, if you believe that the company's opposition to your proposal contains materially false or misleading statements that may violate our anti-fraud rule, §240.14a-9, you should promptly send to the Commission staff and the company a letter explaining the reasons for your view, along with a copy of the company's statements opposing your proposal. To the extent possible, your letter should include specific factual information demonstrating the inaccuracy of the company's claims. Time permitting, you may wish to try to work out your differences with the company by yourself before contacting the Commission staff.

(3) We require the company to send you a copy of its statements opposing your proposal before it sends its proxy materials, so that you may bring to our attention any materially false or misleading statements, under the following timeframes:

(i) If our no-action response requires that you make revisions to your proposal or supporting statement as a condition to requiring the company to include it in its proxy materials, then the company must provide you with a copy of its opposition statements no later than 5 calendar days after the company receives a copy of your revised proposal; or

(ii) In all other cases, the company must provide you with a copy of its opposition statements no later than 30 calendar days before its files definitive copies of its proxy statement and form of proxy under §240.14a-6.



**Division of Corporation Finance
Securities and Exchange Commission**

Shareholder Proposals

Staff Legal Bulletin No. 14F (CF)

Action: Publication of CF Staff Legal Bulletin

Date: October 18, 2011

Summary: This staff legal bulletin provides information for companies and shareholders regarding Rule 14a-8 under the Securities Exchange Act of 1934.

Supplementary Information: The statements in this bulletin represent the views of the Division of Corporation Finance (the "Division"). This bulletin is not a rule, regulation or statement of the Securities and Exchange Commission (the "Commission"). Further, the Commission has neither approved nor disapproved its content.

Contacts: For further information, please contact the Division's Office of Chief Counsel by calling (202) 551-3500 or by submitting a web-based request form at https://tts.sec.gov/cgi-bin/corp_fin_interpretive.

A. The purpose of this bulletin

This bulletin is part of a continuing effort by the Division to provide guidance on important issues arising under Exchange Act Rule 14a-8. Specifically, this bulletin contains information regarding:

- Brokers and banks that constitute "record" holders under Rule 14a-8 (b)(2)(i) for purposes of verifying whether a beneficial owner is eligible to submit a proposal under Rule 14a-8;
- Common errors shareholders can avoid when submitting proof of ownership to companies;
- The submission of revised proposals;
- Procedures for withdrawing no-action requests regarding proposals submitted by multiple proponents; and
- The Division's new process for transmitting Rule 14a-8 no-action responses by email.

You can find additional guidance regarding Rule 14a-8 in the following bulletins that are available on the Commission's website: [SLB No. 14](#), [SLB No. 14A](#), [SLB No. 14B](#), [SLB No. 14C](#), [SLB No. 14D](#) and [SLB No. 14E](#).

B. The types of brokers and banks that constitute “record” holders under Rule 14a-8(b)(2)(i) for purposes of verifying whether a beneficial owner is eligible to submit a proposal under Rule 14a-8

1. Eligibility to submit a proposal under Rule 14a-8

To be eligible to submit a shareholder proposal, a shareholder must have continuously held at least \$2,000 in market value, or 1%, of the company's securities entitled to be voted on the proposal at the shareholder meeting for at least one year as of the date the shareholder submits the proposal. The shareholder must also continue to hold the required amount of securities through the date of the meeting and must provide the company with a written statement of intent to do so.¹

The steps that a shareholder must take to verify his or her eligibility to submit a proposal depend on how the shareholder owns the securities. There are two types of security holders in the U.S.: registered owners and beneficial owners.² Registered owners have a direct relationship with the issuer because their ownership of shares is listed on the records maintained by the issuer or its transfer agent. If a shareholder is a registered owner, the company can independently confirm that the shareholder's holdings satisfy Rule 14a-8(b)'s eligibility requirement.

The vast majority of investors in shares issued by U.S. companies, however, are beneficial owners, which means that they hold their securities in book-entry form through a securities intermediary, such as a broker or a bank. Beneficial owners are sometimes referred to as “street name” holders. Rule 14a-8(b)(2)(i) provides that a beneficial owner can provide proof of ownership to support his or her eligibility to submit a proposal by submitting a written statement “from the ‘record’ holder of [the] securities (usually a broker or bank),” verifying that, at the time the proposal was submitted, the shareholder held the required amount of securities continuously for at least one year.³

2. The role of the Depository Trust Company

Most large U.S. brokers and banks deposit their customers' securities with, and hold those securities through, the Depository Trust Company (“DTC”), a registered clearing agency acting as a securities depository. Such brokers and banks are often referred to as “participants” in DTC.⁴ The names of these DTC participants, however, do not appear as the registered owners of the securities deposited with DTC on the list of shareholders maintained by the company or, more typically, by its transfer agent. Rather, DTC's nominee, Cede & Co., appears on the shareholder list as the sole registered owner of securities deposited with DTC by the DTC participants. A company can request from DTC a “securities position listing” as of a specified date, which identifies the DTC participants having a position in the company's securities and the number of securities held by each DTC participant on that date.⁵

3. Brokers and banks that constitute “record” holders under Rule 14a-8(b)(2)(i) for purposes of verifying whether a beneficial owner is eligible to submit a proposal under Rule 14a-8

In *The Hain Celestial Group, Inc.* (Oct. 1, 2008), we took the position that an introducing broker could be considered a “record” holder for purposes of

Rule 14a-8(b)(2)(i). An introducing broker is a broker that engages in sales and other activities involving customer contact, such as opening customer accounts and accepting customer orders, but is not permitted to maintain custody of customer funds and securities.⁶ Instead, an introducing broker engages another broker, known as a "clearing broker," to hold custody of client funds and securities, to clear and execute customer trades, and to handle other functions such as issuing confirmations of customer trades and customer account statements. Clearing brokers generally are DTC participants; introducing brokers generally are not. As introducing brokers generally are not DTC participants, and therefore typically do not appear on DTC's securities position listing, *Hain Celestial* has required companies to accept proof of ownership letters from brokers in cases where, unlike the positions of registered owners and brokers and banks that are DTC participants, the company is unable to verify the positions against its own or its transfer agent's records or against DTC's securities position listing.

In light of questions we have received following two recent court cases relating to proof of ownership under Rule 14a-8⁷ and in light of the Commission's discussion of registered and beneficial owners in the Proxy Mechanics Concept Release, we have reconsidered our views as to what types of brokers and banks should be considered "record" holders under Rule 14a-8(b)(2)(i). Because of the transparency of DTC participants' positions in a company's securities, we will take the view going forward that, for Rule 14a-8(b)(2)(i) purposes, only DTC participants should be viewed as "record" holders of securities that are deposited at DTC. As a result, we will no longer follow *Hain Celestial*.

We believe that taking this approach as to who constitutes a "record" holder for purposes of Rule 14a-8(b)(2)(i) will provide greater certainty to beneficial owners and companies. We also note that this approach is consistent with Exchange Act Rule 12g5-1 and a 1988 staff no-action letter addressing that rule,⁸ under which brokers and banks that are DTC participants are considered to be the record holders of securities on deposit with DTC when calculating the number of record holders for purposes of Sections 12(g) and 15(d) of the Exchange Act.

Companies have occasionally expressed the view that, because DTC's nominee, Cede & Co., appears on the shareholder list as the sole registered owner of securities deposited with DTC by the DTC participants, only DTC or Cede & Co. should be viewed as the "record" holder of the securities held on deposit at DTC for purposes of Rule 14a-8(b)(2)(i). We have never interpreted the rule to require a shareholder to obtain a proof of ownership letter from DTC or Cede & Co., and nothing in this guidance should be construed as changing that view.

How can a shareholder determine whether his or her broker or bank is a DTC participant?

Shareholders and companies can confirm whether a particular broker or bank is a DTC participant by checking DTC's participant list, which is currently available on the Internet at <http://www.dtcc.com/~media/Files/Downloads/client-center/DTC/alpha.ashx>.

What if a shareholder's broker or bank is not on DTC's participant list?

The shareholder will need to obtain proof of ownership from the DTC participant through which the securities are held. The shareholder should be able to find out who this DTC participant is by asking the shareholder's broker or bank.⁹

If the DTC participant knows the shareholder's broker or bank's holdings, but does not know the shareholder's holdings, a shareholder could satisfy Rule 14a-8(b)(2)(i) by obtaining and submitting two proof of ownership statements verifying that, at the time the proposal was submitted, the required amount of securities were continuously held for at least one year – one from the shareholder's broker or bank confirming the shareholder's ownership, and the other from the DTC participant confirming the broker or bank's ownership.

How will the staff process no-action requests that argue for exclusion on the basis that the shareholder's proof of ownership is not from a DTC participant?

The staff will grant no-action relief to a company on the basis that the shareholder's proof of ownership is not from a DTC participant only if the company's notice of defect describes the required proof of ownership in a manner that is consistent with the guidance contained in this bulletin. Under Rule 14a-8(f)(1), the shareholder will have an opportunity to obtain the requisite proof of ownership after receiving the notice of defect.

C. Common errors shareholders can avoid when submitting proof of ownership to companies

In this section, we describe two common errors shareholders make when submitting proof of ownership for purposes of Rule 14a-8(b)(2), and we provide guidance on how to avoid these errors.

First, Rule 14a-8(b) requires a shareholder to provide proof of ownership that he or she has "continuously held at least \$2,000 in market value, or 1%, of the company's securities entitled to be voted on the proposal at the meeting for at least one year by the date you submit the proposal" (emphasis added).¹⁰ We note that many proof of ownership letters do not satisfy this requirement because they do not verify the shareholder's beneficial ownership for the entire one-year period preceding and including the date the proposal is submitted. In some cases, the letter speaks as of a date *before* the date the proposal is submitted, thereby leaving a gap between the date of the verification and the date the proposal is submitted. In other cases, the letter speaks as of a date *after* the date the proposal was submitted but covers a period of only one year, thus failing to verify the shareholder's beneficial ownership over the required full one-year period preceding the date of the proposal's submission.

Second, many letters fail to confirm continuous ownership of the securities. This can occur when a broker or bank submits a letter that confirms the shareholder's beneficial ownership only as of a specified date but omits any reference to continuous ownership for a one-year period.

We recognize that the requirements of Rule 14a-8(b) are highly prescriptive and can cause inconvenience for shareholders when submitting proposals.

Although our administration of Rule 14a-8(b) is constrained by the terms of the rule, we believe that shareholders can avoid the two errors highlighted above by arranging to have their broker or bank provide the required verification of ownership as of the date they plan to submit the proposal using the following format:

“As of [date the proposal is submitted], [name of shareholder] held, and has held continuously for at least one year, [number of securities] shares of [company name] [class of securities].”¹¹

As discussed above, a shareholder may also need to provide a separate written statement from the DTC participant through which the shareholder’s securities are held if the shareholder’s broker or bank is not a DTC participant.

D. The submission of revised proposals

On occasion, a shareholder will revise a proposal after submitting it to a company. This section addresses questions we have received regarding revisions to a proposal or supporting statement.

1. A shareholder submits a timely proposal. The shareholder then submits a revised proposal before the company’s deadline for receiving proposals. Must the company accept the revisions?

Yes. In this situation, we believe the revised proposal serves as a replacement of the initial proposal. By submitting a revised proposal, the shareholder has effectively withdrawn the initial proposal. Therefore, the shareholder is not in violation of the one-proposal limitation in Rule 14a-8 (c).¹² If the company intends to submit a no-action request, it must do so with respect to the revised proposal.

We recognize that in Question and Answer E.2 of SLB No. 14, we indicated that if a shareholder makes revisions to a proposal before the company submits its no-action request, the company can choose whether to accept the revisions. However, this guidance has led some companies to believe that, in cases where shareholders attempt to make changes to an initial proposal, the company is free to ignore such revisions even if the revised proposal is submitted before the company’s deadline for receiving shareholder proposals. We are revising our guidance on this issue to make clear that a company may not ignore a revised proposal in this situation.¹³

2. A shareholder submits a timely proposal. After the deadline for receiving proposals, the shareholder submits a revised proposal. Must the company accept the revisions?

No. If a shareholder submits revisions to a proposal after the deadline for receiving proposals under Rule 14a-8(e), the company is not required to accept the revisions. However, if the company does not accept the revisions, it must treat the revised proposal as a second proposal and submit a notice stating its intention to exclude the revised proposal, as required by Rule 14a-8(j). The company’s notice may cite Rule 14a-8(e) as the reason for excluding the revised proposal. If the company does not accept the revisions and intends to exclude the initial proposal, it would also need to submit its reasons for excluding the initial proposal.

3. If a shareholder submits a revised proposal, as of which date must the shareholder prove his or her share ownership?

A shareholder must prove ownership as of the date the original proposal is submitted. When the Commission has discussed revisions to proposals,¹⁴ it has not suggested that a revision triggers a requirement to provide proof of ownership a second time. As outlined in Rule 14a-8(b), proving ownership includes providing a written statement that the shareholder intends to continue to hold the securities through the date of the shareholder meeting. Rule 14a-8(f)(2) provides that if the shareholder “fails in [his or her] promise to hold the required number of securities through the date of the meeting of shareholders, then the company will be permitted to exclude all of [the same shareholder’s] proposals from its proxy materials for any meeting held in the following two calendar years.” With these provisions in mind, we do not interpret Rule 14a-8 as requiring additional proof of ownership when a shareholder submits a revised proposal.¹⁵

E. Procedures for withdrawing no-action requests for proposals submitted by multiple proponents

We have previously addressed the requirements for withdrawing a Rule 14a-8 no-action request in SLB Nos. 14 and 14C. SLB No. 14 notes that a company should include with a withdrawal letter documentation demonstrating that a shareholder has withdrawn the proposal. In cases where a proposal submitted by multiple shareholders is withdrawn, SLB No. 14C states that, if each shareholder has designated a lead individual to act on its behalf and the company is able to demonstrate that the individual is authorized to act on behalf of all of the proponents, the company need only provide a letter from that lead individual indicating that the lead individual is withdrawing the proposal on behalf of all of the proponents.

Because there is no relief granted by the staff in cases where a no-action request is withdrawn following the withdrawal of the related proposal, we recognize that the threshold for withdrawing a no-action request need not be overly burdensome. Going forward, we will process a withdrawal request if the company provides a letter from the lead filer that includes a representation that the lead filer is authorized to withdraw the proposal on behalf of each proponent identified in the company’s no-action request.¹⁶

F. Use of email to transmit our Rule 14a-8 no-action responses to companies and proponents

To date, the Division has transmitted copies of our Rule 14a-8 no-action responses, including copies of the correspondence we have received in connection with such requests, by U.S. mail to companies and proponents. We also post our response and the related correspondence to the Commission’s website shortly after issuance of our response.

In order to accelerate delivery of staff responses to companies and proponents, and to reduce our copying and postage costs, going forward, we intend to transmit our Rule 14a-8 no-action responses by email to companies and proponents. We therefore encourage both companies and proponents to include email contact information in any correspondence to each other and to us. We will use U.S. mail to transmit our no-action response to any company or proponent for which we do not have email contact information.

Given the availability of our responses and the related correspondence on the Commission's website and the requirement under Rule 14a-8 for companies and proponents to copy each other on correspondence submitted to the Commission, we believe it is unnecessary to transmit copies of the related correspondence along with our no-action response. Therefore, we intend to transmit only our staff response and not the correspondence we receive from the parties. We will continue to post to the Commission's website copies of this correspondence at the same time that we post our staff no-action response.

¹ See Rule 14a-8(b).

² For an explanation of the types of share ownership in the U.S., see Concept Release on U.S. Proxy System, Release No. 34-62495 (July 14, 2010) [75 FR 42982] ("Proxy Mechanics Concept Release"), at Section II.A. The term "beneficial owner" does not have a uniform meaning under the federal securities laws. It has a different meaning in this bulletin as compared to "beneficial owner" and "beneficial ownership" in Sections 13 and 16 of the Exchange Act. Our use of the term in this bulletin is not intended to suggest that registered owners are not beneficial owners for purposes of those Exchange Act provisions. See Proposed Amendments to Rule 14a-8 under the Securities Exchange Act of 1934 Relating to Proposals by Security Holders, Release No. 34-12598 (July 7, 1976) [41 FR 29982], at n.2 ("The term 'beneficial owner' when used in the context of the proxy rules, and in light of the purposes of those rules, may be interpreted to have a broader meaning than it would for certain other purpose[s] under the federal securities laws, such as reporting pursuant to the Williams Act.").

³ If a shareholder has filed a Schedule 13D, Schedule 13G, Form 3, Form 4 or Form 5 reflecting ownership of the required amount of shares, the shareholder may instead prove ownership by submitting a copy of such filings and providing the additional information that is described in Rule 14a-8(b)(2)(ii).

⁴ DTC holds the deposited securities in "fungible bulk," meaning that there are no specifically identifiable shares directly owned by the DTC participants. Rather, each DTC participant holds a pro rata interest or position in the aggregate number of shares of a particular issuer held at DTC. Correspondingly, each customer of a DTC participant – such as an individual investor – owns a pro rata interest in the shares in which the DTC participant has a pro rata interest. See Proxy Mechanics Concept Release, at Section II.B.2.a.

⁵ See Exchange Act Rule 17Ad-8.

⁶ See Net Capital Rule, Release No. 34-31511 (Nov. 24, 1992) [57 FR 56973] ("Net Capital Rule Release"), at Section II.C.

⁷ See *KBR Inc. v. Chevedden*, Civil Action No. H-11-0196, 2011 U.S. Dist. LEXIS 36431, 2011 WL 1463611 (S.D. Tex. Apr. 4, 2011); *Apache Corp. v. Chevedden*, 696 F. Supp. 2d 723 (S.D. Tex. 2010). In both cases, the court concluded that a securities intermediary was not a record holder for purposes of Rule 14a-8(b) because it did not appear on a list of the

company's non-objecting beneficial owners or on any DTC securities position listing, nor was the intermediary a DTC participant.

⁸ *Techne Corp.* (Sept. 20, 1988).

⁹ In addition, if the shareholder's broker is an introducing broker, the shareholder's account statements should include the clearing broker's identity and telephone number. See Net Capital Rule Release, at Section II.C.(iii). The clearing broker will generally be a DTC participant.

¹⁰ For purposes of Rule 14a-8(b), the submission date of a proposal will generally precede the company's receipt date of the proposal, absent the use of electronic or other means of same-day delivery.

¹¹ This format is acceptable for purposes of Rule 14a-8(b), but it is not mandatory or exclusive.

¹² As such, it is not appropriate for a company to send a notice of defect for multiple proposals under Rule 14a-8(c) upon receiving a revised proposal.

¹³ This position will apply to all proposals submitted after an initial proposal but before the company's deadline for receiving proposals, regardless of whether they are explicitly labeled as "revisions" to an initial proposal, unless the shareholder affirmatively indicates an intent to submit a second, *additional* proposal for inclusion in the company's proxy materials. In that case, the company must send the shareholder a notice of defect pursuant to Rule 14a-8(f)(1) if it intends to exclude either proposal from its proxy materials in reliance on Rule 14a-8(c). In light of this guidance, with respect to proposals or revisions received before a company's deadline for submission, we will no longer follow *Layne Christensen Co.* (Mar. 21, 2011) and other prior staff no-action letters in which we took the view that a proposal would violate the Rule 14a-8(c) one-proposal limitation if such proposal is submitted to a company after the company has either submitted a Rule 14a-8 no-action request to exclude an earlier proposal submitted by the same proponent or notified the proponent that the earlier proposal was excludable under the rule.

¹⁴ See, e.g., Adoption of Amendments Relating to Proposals by Security Holders, Release No. 34-12999 (Nov. 22, 1976) [41 FR 52994].

¹⁵ Because the relevant date for proving ownership under Rule 14a-8(b) is the date the proposal is submitted, a proponent who does not adequately prove ownership in connection with a proposal is not permitted to submit another proposal for the same meeting on a later date.

¹⁶ Nothing in this staff position has any effect on the status of any shareholder proposal that is not withdrawn by the proponent or its authorized representative.

<http://www.sec.gov/interp/leg/cfs14f.htm>

EXHIBIT C



January 13, 2021

Dear Customer,

The following is the proof-of-delivery for tracking number: 7724-8562-4046

Delivery Information:

Status:	Delivered	Delivered To:	Residence
Signed for by:	Signature not required	Delivery Location:	
Service type:	FedEx Priority Overnight		REDONDO BEACH, CA,
Special Handling:	Deliver Weekday; Residential Delivery	Delivery date:	Dec 29, 2020 10:15

Shipping Information:

Tracking number:	7724-8562-4046	Ship Date:	Dec 28, 2020
		Weight:	0.5 LB/0.23 KG

Recipient:		Shipper:	
REDONDO BEACH, CA, US,		EL SEGUNDO, CA, US,	

Proof-of-delivery details appear below; however, no signature is available for this FedEx Express shipment because a signature was not required.

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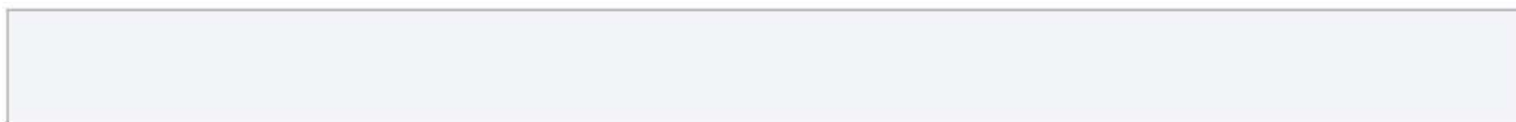
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FROM

EL SEGUNDO, CA US

TO

REDONDO BEACH, CA US



Tuesday, December 29, 2020

10:15 AM	REDONDO BEACH, CA	Delivered Package delivered to recipient address - release authorized
8:54 AM	HAWTHORNE, CA	On FedEx vehicle for delivery
8:12 AM	HAWTHORNE, CA	At local FedEx facility
1:34 AM	OAKLAND, CA	Departed FedEx location

Monday, December 28, 2020

10:33 PM	OAKLAND, CA	Arrived at FedEx location
8:26 PM	LOS ANGELES, CA	At destination sort facility
7:49 PM	LOS ANGELES, CA	Left FedEx origin facility
6:36 PM	LOS ANGELES, CA	Picked up
3:00 PM	GLENDALE, CA	Picked up Tendered at FedEx Office
1:33 PM		Shipment information sent to FedEx

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LANGUAGE

United States

English

EXHIBIT D

From: Magri, Tiffani <Tiffani.Magri@Mattel.com>
Sent: Friday, January 15, 2021 5:56 PM
To: John Chevedden <***>
Cc: Balasanian, Lilian <Lilian.Balasanian@Mattel.com>
Subject: RE: Rule 14a-8 Proposal (MAT)``

Mr. Chevedden,

I am writing in regard to your stockholder proposal entitled "Independent Board Chairman" submitted to Mattel, Inc. on December 24, 2020.

Mattel's deficiency notice was emailed to you on December 28, 2020 (and delivered via FedEx on December 29, 2020) and addressed your submission's lack of proof of ownership. As per SEC Rule 14a-8(f), any response to a deficiency notice must be postmarked or transmitted electronically no later than 14 days from the date you received the company's notice in order to be considered timely. As of the date of this email, we have not received any response to our deficiency notice.

In light of the fact that you did not timely submit a proof of ownership as required by Rule 14a-8(b), we respectfully request that you withdraw your proposal. If you do not withdraw your proposal by 5:00 pm PST on Tuesday, January 19, 2021, please be advised that we plan to file a no-action request to exclude your proposal based on this procedural deficiency.

Please transmit any response by email to me at tiffani.magri@mattel.com.

Best regards,
Tiffani

Tiffani Magri
Senior Vice President, Assistant General Counsel & Assistant Secretary –
Corporate/Securities, Global Commercial/Operations and Government Affairs
Mattel, Inc.
+1 310 2522992
tiffani.magri@mattel.com

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