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Forward-Looking Statements / Regulation G

This presentation contains a number of forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts. The use of words such as "anticipates," "expects," "intends," "plans," "confident that," "believes," and "targeted," among others, generally identify forward-looking statements. These forward-looking statements are based on currently available operating, financial, economic, and other information and assumptions, and are subject to a number of significant risks and uncertainties. A variety of factors, many of which are beyond Mattel's control, could cause actual future results to differ materially from those projected in the forward-looking statements, and are currently, and in the future may be, amplified by the COVID-19 pandemic. Specific factors that might cause such a difference include, but are not limited to: (i) potential impacts of and uncertainty regarding the COVID-19 pandemic (and actions taken in response to it by governments, businesses, and individuals) on Mattel's business operations, financial results and financial position and on the global economy, including its impact on Mattel's sales; (ii) Mattel's ability to design, develop, produce, manufacture, source, ship, and distribute products on a timely and cost-effective basis; (iii) sufficient interest in and demand for the products and entertainment we offer by retail customers and consumers to profitably recover Mattel's costs; (iv) downturns in economic conditions affecting Mattel's markets which can negatively impact retail customers and consumers, and which can result in lower employment levels and lower consumer disposable income and spending, including lower spending on purchases of Mattel's products; (v) other factors which can lower discretionary consumer spending, such as higher costs for fuel and food, drops in the value of homes or other consumer assets, and high levels of consumer debt; (vi) potential difficulties or delays Mattel may experience in implementing cost savings and efficiency enhancing initiatives; (vii) other economic and public health conditions or regulatory changes in the markets in which Mattel and its customers and suppliers operate, which could create delays or increase Mattel's costs, such as higher commodity prices, labor costs or transportation costs, or outbreaks of disease; (viii) currency fluctuations, including movements in foreign exchange rates and inflation, which can lower Mattel's net revenues and earnings, and significantly impact Mattel's costs; (ix) the concentration of Mattel's customers, potentially increasing the negative impact to Mattel of difficulties experienced by any of Mattel's customers, such as bankruptcies or liquidations or a general lack of success, or changes in their purchasing or selling patterns; (x) the inventory policies of Mattel's retail customers, as well as the concentration of Mattel's revenues in the second half of the year, which coupled with reliance by retailers on quick response inventory management techniques increases the risk of underproduction, overproduction, and shipping delays; (xi) legal, reputational, and financial risks related to security breaches or cyberattacks; (xii) work disruptions, including as a result of supply chain disruption and plant shutdowns, which may impact Mattel's ability to manufacture or deliver product in a timely and cost-effective manner; (xiii) the impact of competition on revenues, margins, and other aspects of Mattel's business, including the ability to offer products which consumers choose to buy instead of competitive products, the ability to secure, maintain, and renew popular licenses from licensors of entertainment properties, and the ability to attract and retain talented employees and adapt to evolving workplace models; (xiv) the risk of product recalls or product liability suits and costs associated with product safety regulations; (xv) changes in laws or regulations in the United States and/or in other major markets, such as China, in which Mattel operates, including, without limitation, with respect to taxes, tariffs, trade policies, or product safety, which may increase Mattel's product costs and other costs of doing business, and reduce Mattel's earnings; (xvi) failure to realize the planned benefits from any investments or acquisitions made by Mattel; (xvii) the impact of other market conditions or third party actions or approvals, including that result in any significant failure, inadequacy, or interruption from vendors or outsourcers, which could reduce demand for Mattel's products, delay or increase the cost of implementation of Mattel's programs, or alter Mattel's actions and reduce actual results; (xviii) changes in financing markets or the inability of Mattel to obtain financing on attractive terms; (xix) the impact of litigation, arbitration, or regulatory decisions or settlement actions; (xx) Mattel's ability to navigate regulatory frameworks in connection with new areas of investment, product development, or other business activities, such as non-fungible tokens and cryptocurrency; (xxi) uncertainty from the expected discontinuance of LIBOR and transition to any other interest rate benchmark; and (xxii) other risks and uncertainties as may be described in Mattel's filings with the Securities and Exchange Commission, including the "Risk Factors" section of Mattel's Annual Report on Form 10-K for the fiscal year ended December 31, 2020 and subsequent periodic filings, as well as in Mattel's other public statements. Mattel does not update forward-looking statements and expressly disclaims any obligation to do so, except as required by law.

To supplement our financial results presented in accordance with generally accepted accounting principles in the United States ("GAAP"), Mattel presents certain non-GAAP financial measures within the meaning of Regulation G promulgated by the Securities and Exchange Commission. The non-GAAP financial measures that Mattel uses in this presentation may include Adjusted Gross Margin, Adjusted Selling, General, and Administrative Expenses, Adjusted Operating Income (Loss), Adjusted Operating Income (Loss) Margin, Adjusted Earnings (Loss) Per Share, earnings before interest expense, taxes, depreciation and amortization ("EBITDA"), Adjusted EBITDA, Leverage Ratio (Debt/Adjusted EBITDA), Free Cash Flow, Free Cash Flow Conversion (Free Cash Flow/Adjusted EBITDA), Leverage Ratio (Debt/Adjusted EBITDA), and constant currency. Mattel uses these measures to analyze its continuing operations and to monitor, assess and identify meaningful trends in its operating and financial performance, and each is discussed below. Mattel believes that the disclosure of non-GAAP financial measures provides useful supplemental information to investors to be able to better evaluate ongoing business performance and certain components of Mattel's results. These measures are not, and should not be viewed as, substitutes for GAAP financial measures and may not be comparable to similarly-titled measures used by other companies. Reconciliations of the non-GAAP financial measures to the most directly comparable GAAP financial measures are attached to our February 9, 2022 earnings release (as exhibits) and earnings slide presentation (as an appendix), which are available on Mattel's Investor Relations website at https://mattel.gcs-web.com/financial-information/quarterly-earnings. A reconciliation of Mattel's non-GAAP financial measures on a forward-looking basis, including Net Sales on a constant currency basis, Adjusted Gross Margin, Adjusted EBITDA, Adjusted Selling, General, and Administrative Expenses, Adjusted Earnings (Loss) Per Share, and Adjusted Operating Income Margin, is not available without unreasonable effort. Mattel is unable to predict with sufficient certainty items that would be excluded from the corresponding GAAP measure, including the effect of foreign currency exchange rate fluctuations, unusual gains and losses or charges, and severance and restructuring charges, due to the unpredictable nature of such items, which may have a significant impact on Mattel's GAAP measures. In addition, Mattel presents changes in gross billings, a key performance indicator, as a metric for comparing its aggregate, categorical, brand, and geographic results to highlight significant trends in Mattel's business. Changes in gross billings are discussed because, while Mattel records the details of sales adjustments in its financial accounting systems at the time of sale, such sales adjustments are generally not associated with categories, brands, and individual products.

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Ynon Kreiz

Chairman and Chief Executive Officer

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Our Aim:

Contribute to a More Diverse, Equitable, Inclusive and Sustainable Future

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Corporate Citizenship

Mattel 2020 Citizenship Report



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ESG Strategy

Sustainable Design and Development

What We Do

Responsible Sourcing and Production

How We Do It

Thriving and Inclusive Communities

Those We Impact

Source: Mattel 2020 Citizenship Report

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Sustainable Design and Development

Sustainable Materials

Product Stewardship

Circular Design



Source: Mattel 2020 Citizenship Report

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What We Do - Goals

Sustainable Design and Development

100%
Recycled, Recyclable, or
Bio-based Materials by 2030

95+%
Recycled or
FSC-Certified Content*



Paper and Wood Fiber in Products and Packaging
Source: Mattel 2020 Citizenship Report / Mattel 2021 Packaging Approach and Performance Report

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What We Do

Sustainable Design and Development

FSC FORESTS FOR ALL FOREVER™

**Forest Stewardship Council®
2021 Leadership Award
of Excellence**



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What We Do

Sustainable Design and Development





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How We Do It

Responsible Sourcing and Production

Optimize Resources

Reduce Environmental Impact

Promote Ethical Sourcing and Worker Health and Safety



Source: Mattel 2020 Citizenship Report

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How We Do It - Goals

Responsible Sourcing and Production

50%
Reduce Absolute Scope 1+2 GHG Emissions by 2030

ZERO
Manufacturing Waste by 2030



Source: Mattel 2020 Citizenship Report

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Those We Impact

Thriving and Inclusive Communities

Create Social Impact Through Purposeful Play

Support Diverse, Equitable, and Inclusive Communities



Source: Mattel 2020 Citizenship Report

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Those We Impact - Goals

Thriving and Inclusive Communities

Increasing Representation

of Women and Diverse Talent

100% Base Pay Equity

For All Employees Performing Similar Work Globally

Source: Mattel 2020 Citizenship Report / Mattel Internal Analysis



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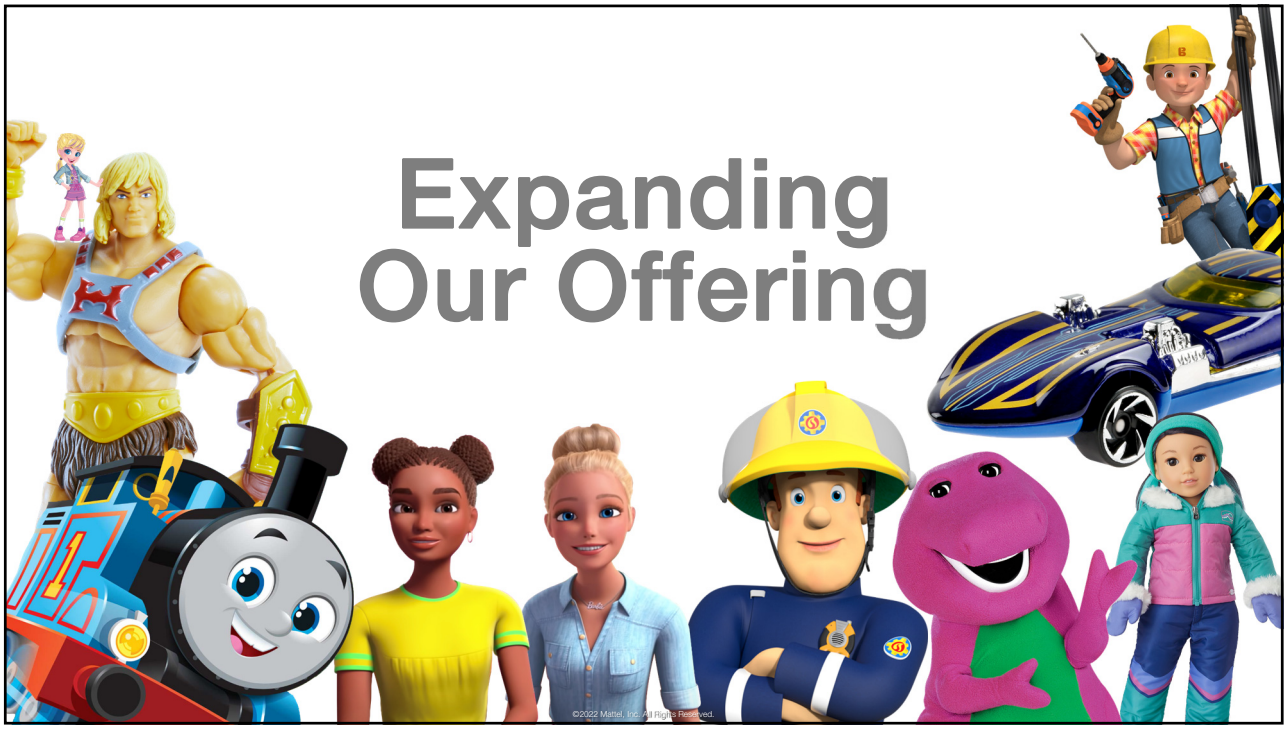
A World-Class Catalog of Iconic IP



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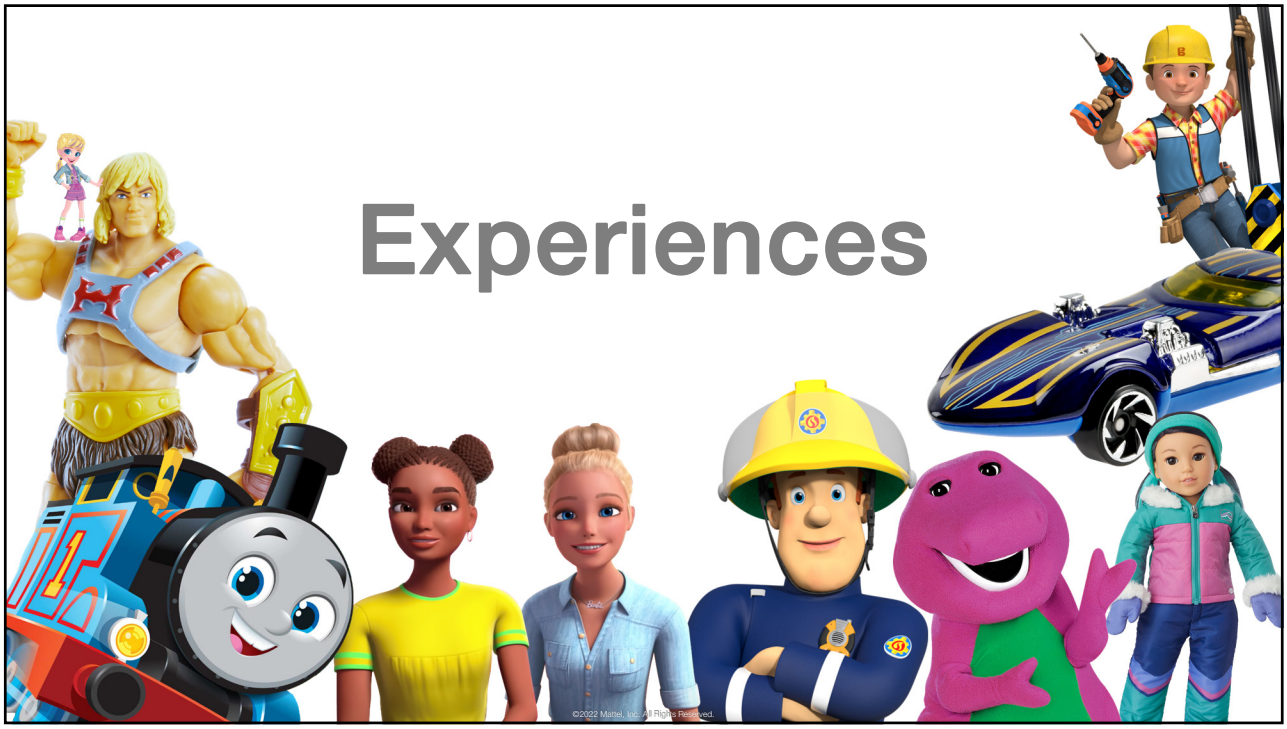


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Content

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Content

Films

Television

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Content

Films

Television

Quality Content That People Want to Watch

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Films

14 Live Action Motion Pictures

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Robbie Brenner

Executive Vice President and Executive Producer, Mattel Films

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MATTEL™

Films

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Flexible Partnership Approach

MATTEL Films

Right Studio

Right Terms

Right Project

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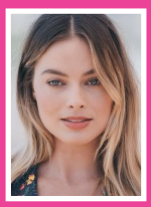
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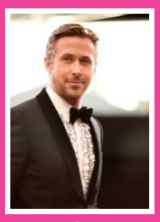
LuckyChap ENTERTAINMENT

Barbie

MATTEL Films



Margot Robbie



Ryan Gosling



Greta Gerwig



Noah Baumbach



David Heyman

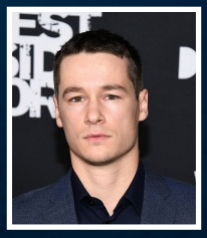
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MASTERS OF THE UNIVERSE™

NETFLIX

MATTEL Films



Kyle Allen



Adam and Aaron Nee

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MATTEL Films

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Films in Development

+
More Projects in the Pipeline

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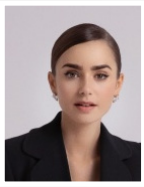
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MATTEL Films



MAJOR MATT MASON™





Polly Pocket

Tom Hanks Lena Dunham Lily Collins

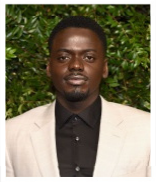


ROCK'EM SOCK'EM ROBOTS





WISHBONE



Barney

Vin Diesel Peter Farrelly Daniel Kaluuya



THOMAS & FRIENDS™



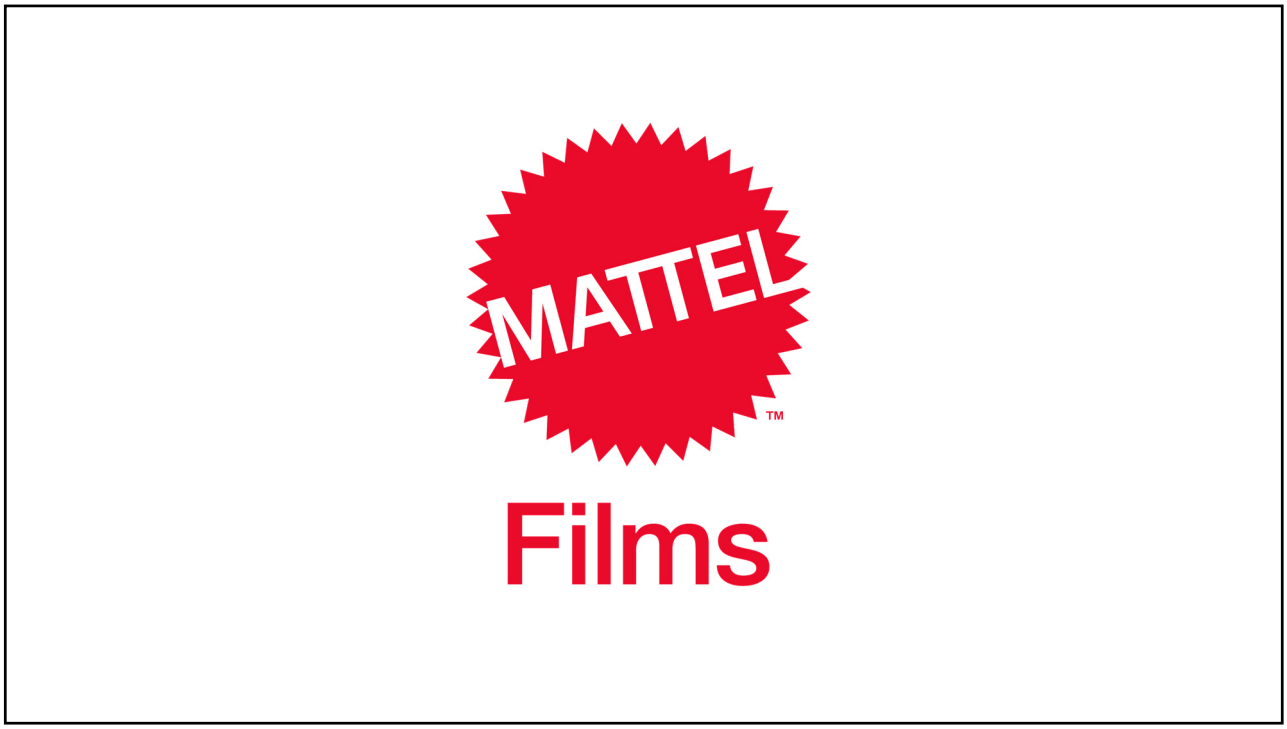
MAGIC 8 BALL

Marc Forster Michael Chaves

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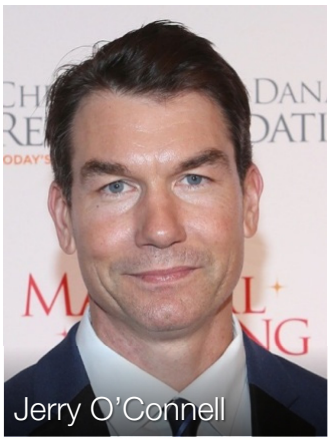


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MATTEL
Television

PICTIONARY™





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Consumer Products



New Partners
New Categories
Grow Footprint
Innovate

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Consumer Products



X

L'ORÉAL

General Mills

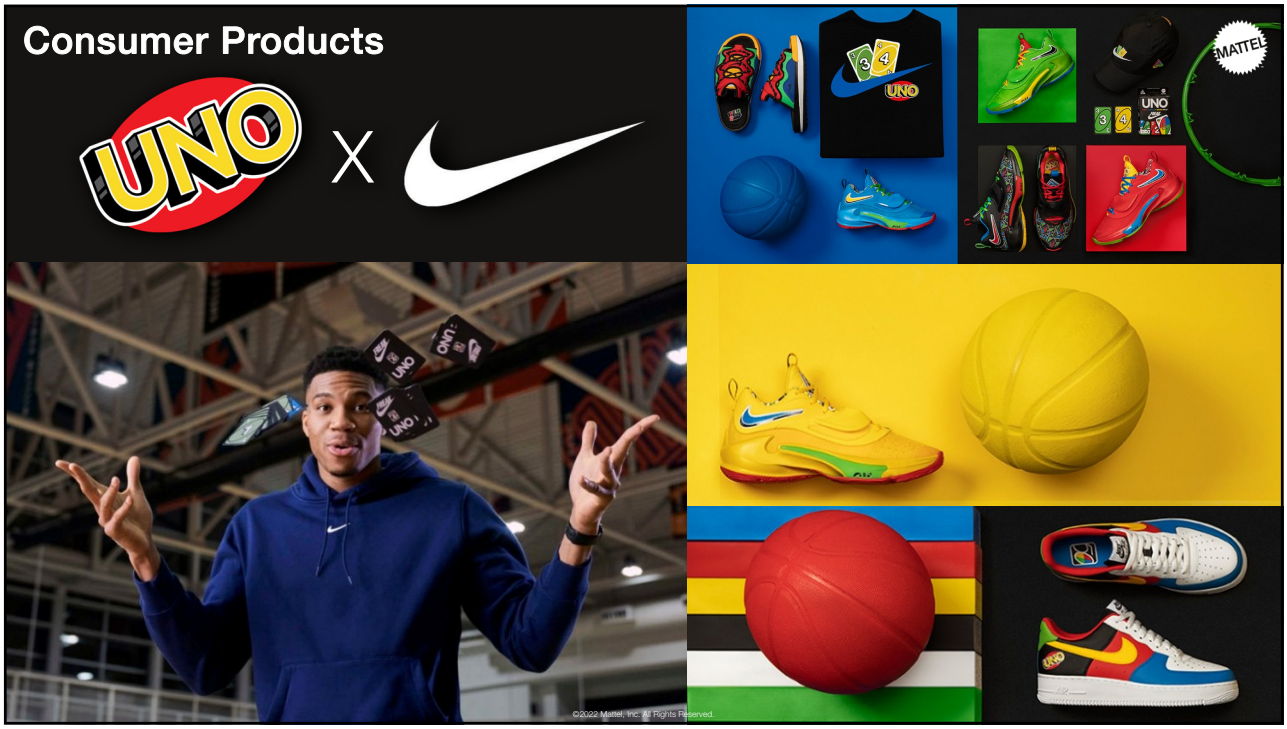
ZARA

NIKE

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MATTEL

Digital Experiences

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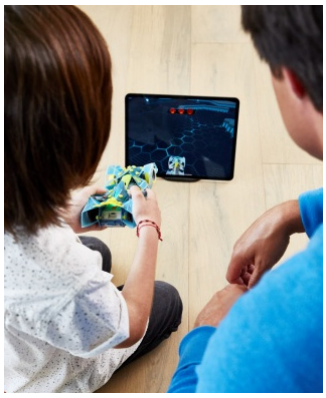
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Digital Experiences

Digital Games



Connected Play



The Metaverse

MATTEL CREATIONS | mint NFT



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Digital Experiences

Digital Games



$170 Billion Industry

Euromonitor 2021 Sales of Video Games Forecast https://www.euromonitor.com (data accessed 2022)

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Digital Experiences
Digital Games

MATTEL163

NetEase Games

$100 Million+
Revenue in 2021

Source: Mattel Internal Analysis

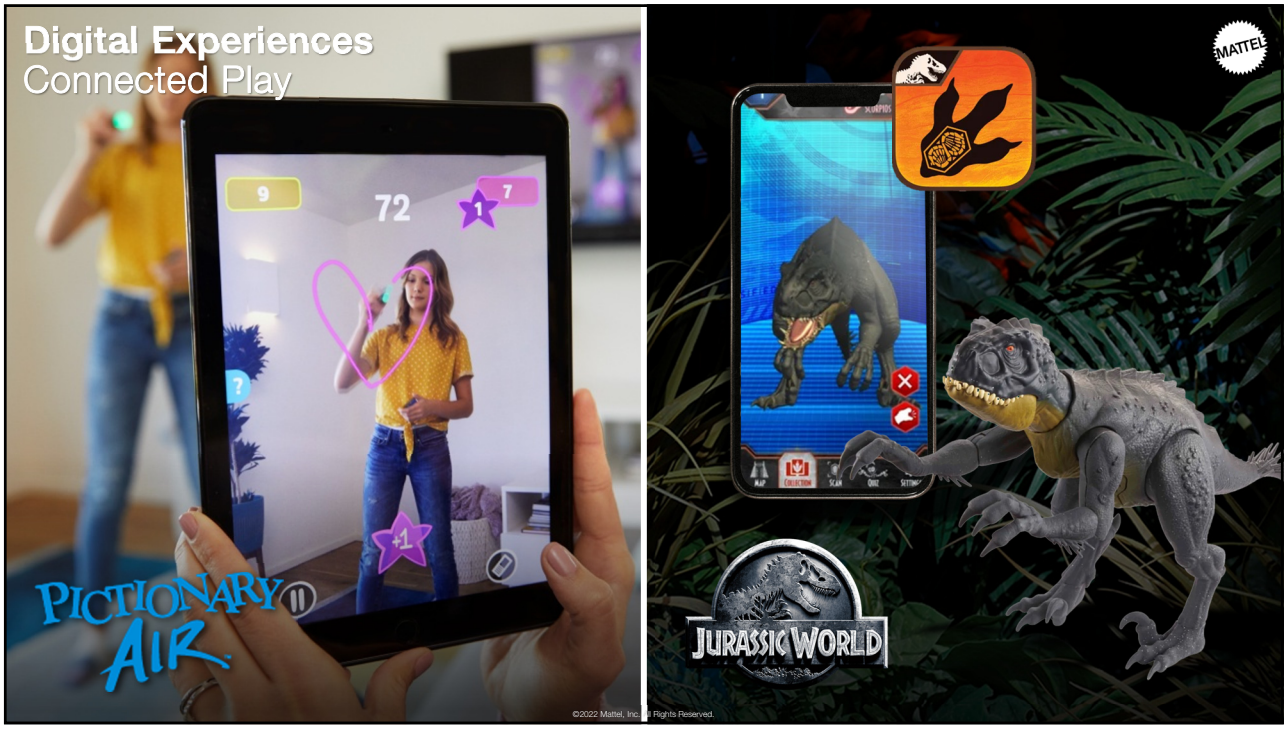
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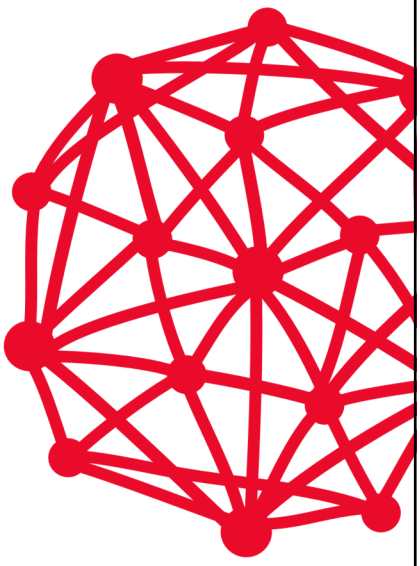


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Digital Experiences
The Metaverse

Interact
Connect
Experience



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MATTEL CREATIONS™ | mint NFT

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MATTEL

2021
A Pivotal Year

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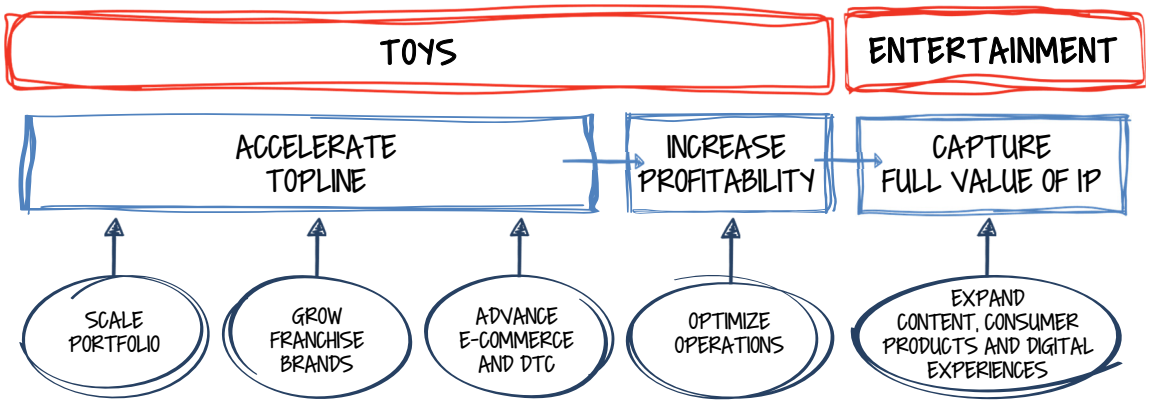
Turnaround Complete

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Mattel Strategy Evolved

Grow IP-Driven Toy Business and Expand Entertainment Offering



Our mission is to create innovative products and experiences that inspire, entertain and develop children through play

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Gaining Share



Source: The NPD Group/Retail Tracking Service/G12/JAN 2020 - DEC 2021/Total Toys/Projected USD

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Owner of One of the Strongest Portfolios of Children's and Family Entertainment Franchises in the World

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Investment Grade Metrics



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Innovation Collaboration Execution

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Our Purpose

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

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Our Mission

Create innovative products and experiences that inspire, entertain and develop children through play.

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Consolidated Statements of Operations

MATTEL, INC. AND SUBSIDIARIES — EXHIBIT I

CONSOLIDATED STATEMENTS OF OPERATIONS (Unaudited)[1]

	For the Three Months Ended December 31,						For the Year Ended December 31,					
	2021		2020[2]		% Change as	% Change	2021[2]		2020[2]		% Change	% Change in Constant
(In millions, except per share and percentage information)	$ Amt	% Net Sales	$ Amt	% Net Sales	Reported	in Constant Currency	$ Amt	% Net Sales	$ Amt	% Net Sales	as Reported	Currency
Net Sales	$ 1,794.9		$ 1,625.8		10%	11%	$ 5,457.7		$ 4,588.4		19%	18%
Cost of sales	910.6	50.7%	789.5	48.6%	15%		2,831.1	51.9%	2,345.3	51.1%	21%	
Gross Profit	884.3	49.3%	836.2	51.4%	6%	6%	2,626.7	48.1%	2,243.1	48.9%	17%	18%
Advertising and promotion expenses	265.6	14.8%	286.8	17.6%	-7%		545.7	10.0%	525.8	11.5%	4%	
Other selling and administrative expenses	361.2	20.1%	361.3	22.2%	0%		1,351.4	24.8%	1,342.6	29.3%	1%	
Operating Income	257.5	14.3%	188.1	11.6%	37%	31%	729.6	13.4%	374.7	8.2%	95%	98%
Interest expense	33.2	1.9%	49.3	3.0%	-33%		253.9	4.7%	198.3	4.3%	28%	
Interest (income)	(1.3)	-0.1%	(0.4)	0%	253%		(3.5)	-0.1%	(3.9)	-0.1%	-11%	
Other non-operating expense (income), net	5.0		(4.3)				8.4		2.7			
Income Before Income Taxes	220.6	12.3%	143.5	8.8%	54%	50%	470.8	8.6%	177.7	3.9%	165%	171%
(Benefit) Provision for income taxes	(4.6)		18.7				(420.4)		65.5			
Income from equity method investments	0.7		4.3				11.8		11.5			
Net Income	$ 225.8	12.6%	$ 129.1	7.9%	75%		$ 903.0	16.5%	$ 123.6	2.7%	631%	
Net Income Per Common Share - Basic	$ 0.64		$ 0.37				$ 2.58		$ 0.36			
Weighted-average number of common shares	351.1		347.7				350.0		347.5			
Net Income per Common Share - Diluted	$ 0.63		$ 0.37				$ 2.53		$ 0.35			
Weighted-average number of common and potential common shares	358.1		351.0				357.3		349.1			

[1] Amounts may not sum due to rounding.
[2] Reflects the impact of immaterial revisions to the financial statements.
n/m - Not Meaningful

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Condensed Consolidated Balance Sheets

MATTEL, INC. AND SUBSIDIARIES — **EXHIBIT II**

CONDENSED CONSOLIDATED BALANCE SHEETS[1]

(In millions)	December 31, 2021[2] (Unaudited)	December 31, 2020[2]
Assets		
Cash and equivalents	$ 731.4	$ 762.2
Accounts receivable, net	1,072.7	1,034.0
Inventories	777.2	528.5
Prepaid expenses and other current assets	293.3	172.1
Total current assets	2,874.5	2,496.7
Property, plant, and equipment, net	456.0	473.8
Right-of-use assets, net	325.5	291.6
Goodwill	1,390.2	1,393.8
Other noncurrent assets	1,347.7	879.0
Total Assets	$ 6,393.9	$ 5,534.9
Liabilities and Stockholders' Equity		
Short-term borrowings	$ -	$ 1.0
Accounts payable and accrued liabilities	1,570.7	1,327.3
Income taxes payable	27.5	27.1
Total current liabilities	1,598.3	1,355.4
Long-term debt	2,571.0	2,854.7
Noncurrent lease liabilities	283.6	249.4
Other noncurrent liabilities	372.2	465.4
Stockholders' equity	1,568.8	610.1
Total Liabilities and Stockholders' Equity	$ 6,393.9	$ 5,534.9

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Supplemental Balance Sheet and Cash Flow Data

MATTEL, INC. AND SUBSIDIARIES

SUPPLEMENTAL BALANCE SHEET AND CASH FLOW DATA (Unaudited)[1]

	December 31, 2021	December 31, 2020[2]
Key Balance Sheet Data:		
Accounts receivable, net days of sales outstanding (DSO)	54	57

(In millions)	For the Year Ended December 31, 2021[2]	For the Year Ended December 31, 2020[2]
Condensed Cash Flow Data:		
Cash flows provided by operating activities	$ 485	$ 286
Cash flows used for investing activities	(105)	(132)
Cash flows used for financing activities and other	(411)	(21)
(Decrease) increase in cash and equivalents	$ (31)	$ 132

[1] Amounts may not sum due to rounding.
[2] Reflects the impact of immaterial revisions to the financial statements.

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Reconciliation of Non-GAAP Financial Measures

MATTEL, INC. AND SUBSIDIARIES — **EXHIBIT III**

SUPPLEMENTAL FINANCIAL INFORMATION (Unaudited)[1]
RECONCILIATION OF GAAP AND NON-GAAP FINANCIAL MEASURES

(In millions, except per share and percentage information)	For the Three Months Ended December 31, 2021	2020[2]	Change	For the Year Ended December 31, 2021[2]	2020[2]	Change
Gross Profit						
Gross Profit, As Reported	$ 884.3	$ 836.2		$ 2,626.7	$ 2,243.1	
Gross Margin	*49.3%*	*51.4%*	*-210 bps*	*48.1%*	*48.9%*	*-80 bps*
Adjustments:						
Severance and Restructuring Expenses	1.0	0.8		2.9	5.7	
Gross Profit, As Adjusted	$ 885.2	$ 837.1		$ 2,629.5	$ 2,248.8	
Adjusted Gross Margin	*49.3%*	*51.5%*	*-220 bps*	*48.2%*	*49.0%*	*-80 bps*
Other Selling and Administrative Expenses						
Other Selling and Administrative Expenses, As Reported	$ 361.2	$ 361.3	0%	$ 1,351.4	$ 1,342.6	1%
% of Net Sales	*20.1%*	*22.2%*		*24.8%*	*29.3%*	
Adjustments:						
Severance and Restructuring Expenses	(5.9)	(4.5)		(31.5)	(34.9)	
Inclined Sleeper Product Recalls[3]	(0.2)	(7.0)		(15.1)	(26.2)	
Sale of Assets[4]	-	-		15.8	-	
Other Selling and Administrative Expenses, As Adjusted	$ 355.2	$ 349.9	2%	$ 1,320.6	$ 1,281.5	3%
% of Net Sales	*19.8%*	*21.5%*		*24.2%*	*27.9%*	
Operating Income						
Operating Income, As Reported	$ 257.5	$ 188.1	37%	$ 729.6	$ 374.7	95%
Operating Income Margin	*14.3%*	*11.6%*	*270 bps*	*13.4%*	*8.2%*	*520 bps*
Adjustments:						
Severance and Restructuring Expenses	6.8	5.3		34.4	40.6	
Inclined Sleeper Product Recalls[3]	0.2	7.0		15.1	26.2	
Sale of Assets[4]	-	-		(15.8)	-	
Operating Income, As Adjusted	$ 264.5	$ 200.4	32%	$ 763.3	$ 441.5	73%
Adjusted Operating Income Margin	*14.7%*	*12.3%*	*240 bps*	*14.0%*	*9.6%*	*440 bps*

[1] Amounts may not sum due to rounding.
[2] Reflects the impact of immaterial revisions to the financial statements.
[3] For the three months and year ended December 31, 2021 and 2020, represents expenses related to inclined sleeper product recall litigation.
[4] For the year ended December 31, 2021, Mattel recorded a gain on sale of assets of $15.8 million in Other Selling and Administrative Expenses, and a gain on sale of business of $3.9 million in Other Non-Operating Expense, net.

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Reconciliation of Non-GAAP Financial Measures

MATTEL, INC. AND SUBSIDIARIES — **EXHIBIT III**

SUPPLEMENTAL FINANCIAL INFORMATION (Unaudited)[1]
RECONCILIATION OF GAAP AND NON-GAAP FINANCIAL MEASURES

(In millions, except per share and percentage information)	For the Three Months Ended December 31, 2021	2020[2]	Change	For the Year Ended December 31, 2021[2]	2020[2]	Change
Earnings Per Share						
Net Income Per Common Share, As Reported	$ 0.63	$ 0.37	70%	$ 2.53	$ 0.35	623%
Adjustments:						
Severance and Restructuring Expenses	0.02	0.02		0.10	0.12	
Inclined Sleeper Product Recalls[3]	-	0.02		0.04	0.07	
Sale of Assets/Business[4]	-	-		(0.06)	-	
Loss on Debt Extinguishment	-	-		0.28	-	
Valuation Allowance Releases[5]	(0.14)	-		(1.51)	-	
Tax Effect of Adjustments[6]	0.02	-		(0.08)	(0.01)	
Net Income Per Common Share, As Adjusted	$ 0.53	$ 0.40	33%	$ 1.30	$ 0.54	141%
EBITDA and Adjusted EBITDA						
Net Income, As Reported	$ 225.8	$ 129.1	75%	$ 903.0	$ 123.6	631%
Adjustments:						
Interest Expense	33.2	49.3		253.9	198.3	
(Benefit) Provision for Income Taxes	(4.6)	18.7		(420.4)	65.5	
Depreciation	37.4	34.5		146.3	154.5	
Amortization	9.5	9.5		38.0	38.9	
EBITDA	301.4	241.0		920.9	580.9	
Adjustments:						
Share-based Compensation	13.6	20.2		60.1	60.2	
Severance and Restructuring Expenses	5.8	4.5		30.7	39.1	
Inclined Sleeper Product Recalls[3]	0.2	7.0		15.1	26.2	
Sale of Assets/Business[4]	-	-		(19.7)	-	
Adjusted EBITDA	$ 320.9	$ 272.8	18%	$ 1,007.0	$ 706.4	43%
Free Cash Flow						
Net Cash Flows Provided by Operating Activities				$ 485.5	$ 285.7	
Capital Expenditures				(151.4)	(118.8)	
Free Cash Flow				$ 334.1	$ 166.9	

[1] Amounts may not sum due to rounding.
[2] Reflects the impact of immaterial revisions to the financial statements.
[3] For the three months and year ended December 31, 2021 and 2020, represents expenses related to inclined sleeper product recall litigation.
[4] For the year ended December 31, 2021, Mattel recorded a gain on sale of assets of $15.8 million in Other Selling and Administrative Expenses, and a gain on sale of business of $3.9 million in Other Non-Operating Expense, net.
[5] For the three months and year ended December 31, 2021, the amount includes a net benefit of approximately $49 million and $541 million, respectively, related to the release of valuation allowances against deferred tax assets of the U.S. and certain International affiliates.
[6] The aggregate tax effect of the adjustments is calculated by tax effecting the adjustments by the current effective tax rate, and dividing by the reported weighted average number of common and potential common shares.
n/m - Not meaningful

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Reconciliation of Non-GAAP Financial Measures

MATTEL, INC. AND SUBSIDIARIES — EXHIBIT III

SUPPLEMENTAL FINANCIAL INFORMATION (Unaudited)[1]
RECONCILIATION OF GAAP AND NON-GAAP FINANCIAL MEASURES

(In millions, except per share and percentage information)	For the Year Ended December 31,		
Leverage Ratio (Debt / Adjusted EBITDA)	**2021[2]**	**2020[2]**	**Change**
Debt			
Long-Term Debt	$ 2,571.0	$ 2,854.7	
Current Portion of Long-Term Debt	-	-	
Short-Term Borrowings	-	1.0	
Adjustments:			
Debt Issuance Costs and Debt Discount	29.0	45.3	
Debt	$ 2,600.0	$ 2,901.0	
EBITDA and Adjusted EBITDA			
Net Income, As Reported	$ 903.0	$ 123.6	631%
Adjustments:			
Interest Expense	253.9	198.3	
(Benefit) Provision for Income Taxes	(420.4)	65.5	
Depreciation	146.3	154.5	
Amortization	38.0	38.9	
EBITDA	920.9	580.9	
Adjustments:			
Share-based Compensation	60.1	60.2	
Severance and Restructuring Expenses	30.7	39.1	
Inclined Sleeper Product Recalls[3]	15.1	26.2	
Sale of Assets/Business[4]	(19.7)	-	
Adjusted EBITDA	$ 1,007.0	$ 706.4	43%
Debt / Net Income	2.9x	23.5x	
Leverage Ratio (Debt / Adjusted EBITDA)	2.6x	4.1x	
Free Cash Flow			
Net Cash Flows Provided by Operating Activities	$ 485.5	$ 285.7	70%
Capital Expenditures	(151.4)	(118.8)	
Free Cash Flow	$ 334.1	$ 166.9	100%
Net Cash Flows Provided by Operating Activities / Net Income	54%	231%	
Free Cash Flow Conversion (Free Cash Flow/Adjusted EBITDA)	33%	24%	

[1] Amounts may not sum due to rounding.
[2] Reflects the impact of immaterial revisions to the financial statements.
[3] For the year ended December 31, 2021 and 2020, represents expenses related to inclined sleeper product recall litigation.
[4] For the year ended December 31, 2021, Mattel recorded a gain on sale of assets of $15.8 million in Other Selling and Administrative Expenses, and a gain on sale of business of $3.9 million in Other Non-Operating Expense, net.
n/m - Not meaningful

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Reconciliation of Non-GAAP Financial Measures

MATTEL, INC. AND SUBSIDIARIES
SUPPLEMENTAL FINANCIAL INFORMATION (Unaudited)[1,2,3]
RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

(In millions, except percentage information)	2017	2018	2019	2020	2021
Worldwide Gross Billings:					
Net Sales	4,881.5	4,512.2	4,504.6	4,588.4	5,457.7
Sales Adjustments[4]	632.6	560.7	560.0	554.2	623.9
Gross Billings	5,514.1	5,072.9	5,064.6	5,142.6	6,081.6
Net Sales					
% Change	-10%	-8%	0%	2%	19%
Impact of Currency in %	0%	-1%	-1%	-1%	1%
Constant Currency % Change	-10%	-7%	1%	3%	18%
Gross Profit					
Gross Profit, As Reported	1,824.6	1,788.0	1,977.3	2,243.1	2,626.7
Gross Margin	*37.4%*	*39.6%*	*43.9%*	*48.9%*	*48.1%*
Adjustments:					
Asset Impairments	20.6	5.8	-	-	-
Severance and Restructuring Expenses	-	5.7	18.6	5.7	2.9
Inclined Sleeper Product Recalls	-	-	21.7	-	-
Gross Profit, As Adjusted	1,845.2	1,799.4	2,017.6	2,248.8	2,629.5
Adjusted Gross Margin	*37.8%*	*39.9%*	*44.8%*	*49.0%*	*48.2%*

[1] 2018-2020 supplemental financial information reflect the impact of immaterial revisions to the financial statements. 2017 key financial metrics were not revised to reflect the impact of immaterial adjustments
[2] Amounts may not foot due to rounding.
[3] For further detail refer to Exhibits and Reg G for the respective periods.
[4] Sales Adjustments are not allocated to individual products. As such, Net Sales are not presented on a categories or brand level.

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Reconciliation of Non-GAAP Financial Measures

MATTEL, INC. AND SUBSIDIARIES
SUPPLEMENTAL FINANCIAL INFORMATION (Unaudited)[1,2,3]
RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

(In millions, except percentage information)	2017	2018	2019	2020	2021
Operating (Loss) Income					
Operating (Loss) Income, As Reported	(335.7)	(237.4)	37.1	374.7	729.6
Operating (Loss) Income Margin	*-6.9%*	*-5.3%*	*0.8%*	*8.2%*	*13.4%*
Adjustments:					
Asset Impairments	56.3	11.9	25.9	-	-
Non-recurring Executive Compensation	11.3	1.0	-	-	-
Severance and Restructuring Expenses	65.1	109.8	59.1	40.6	34.4
Inclined Sleeper Product Recalls	-	-	32.0	26.2	15.1
Sale of Assets	-	(1.4)	-	-	(15.8)
Operating (Loss) Income, As Adjusted	(203.0)	(116.1)	154.0	441.5	763.3
Adjusted Operating (Loss) Income Margin	*-4.2%*	*-2.6%*	*3.4%*	*9.6%*	*14.0%*
Earnings Per Share					
Net (Loss) Income Per Common Share, As Reported	(3.07)	(1.55)	(0.63)	0.35	2.53
Adjustments:					
Asset Impairments	0.16	0.03	0.07	-	-
Non-recurring Executive Compensation	0.03	-	-	-	-
Severance and Restructuring Expenses	0.19	0.32	0.17	0.12	0.10
Inclined Sleeper Product Recalls	-	-	0.09	0.07	0.04
Sale of Assets/Business	-	-	-	-	(0.06)
Loss on Debt Extinguishment	-	-	-	-	0.28
Venezuela Matters	0.17	-	-	-	-
Tax Effect of Adjustments	(0.03)	(0.01)	(0.02)	(0.01)	(0.08)
Tax Items including Changes in Valuation Allowances	1.34	0.05	-	-	(1.51)
Net (Loss) Income Per Common Share, As Adjusted	(1.20)	(1.16)	(0.31)	0.54	1.30

[1] 2018-2020 supplemental financial information reflect the impact of immaterial revisions to the financial statements. 2017 key financial metrics were not revised to reflect the impact of immaterial adjustments
[2] Amounts may not foot due to rounding.
[3] For further detail refer to Exhibits and Reg G for the respective periods.

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Reconciliation of Non-GAAP Financial Measures

MATTEL, INC. AND SUBSIDIARIES
SUPPLEMENTAL FINANCIAL INFORMATION (Unaudited)[1,2,3]
RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

(In millions, except percentage information)	2017	2018	2019	2020	2021
EBITDA and Adjusted EBITDA					
Net (Loss) Income, As Reported	(1,054.6)	(536.3)	(218.8)	123.6	903.0
Adjustments:					
Interest Expense	105.2	181.9	201.0	198.3	253.9
Provision (Benefit) for Income Taxes	553.3	116.2	58.3	65.5	(420.4)
Depreciation	240.8	232.8	204.4	154.5	146.3
Amortization	33.9	39.1	40.1	38.9	38.0
EBITDA	(121.3)	33.7	285.1	580.9	920.9
Adjustments:					
Asset Impairments	56.3	11.9	25.9	-	-
Share-based Compensation	67.1	48.9	56.0	60.2	60.1
Severance and Restructuring Expenses	65.1	104.1	52.0	39.1	30.7
Inclined Sleeper Product Recalls	-	-	32.0	26.2	15.1
Sale of Assets/Business	-	(1.4)	-	-	(19.7)
Venezuela Matters	59.0	-	-	-	-
Adjusted EBITDA	126.2	197.2	450.9	706.4	1,007.0
Leverage Ratio (Debt / Adjusted EBITDA)					
Long-term debt	2,873.1	2,851.7	2,846.8	2,854.7	2,571.0
Current portion of long-term debt	250.0	-	-	-	-
Short-term borrowings	-	4.2	-	1.0	-
Adjustments:					
Debt issuance costs and debt discount	26.9	48.3	53.2	45.3	29.0
Debt	3,150.0	2,904.2	2,900.0	2,901.0	2,600.0
Debt / Net (Loss) Income	(3.0)x	(5.4)x	(13.2)x	23.5x	2.9x
Leverage Ratio (Debt / Adjusted EBITDA)	25.0x	14.7x	6.4x	4.1x	2.6x
Free Cash Flow					
Net Cash Flows (Used For) Provided by Operating Activities	(27.6)	(24.2)	168.4	285.7	485.5
Capital Expenditures	(297.2)	(155.5)	(103.8)	(118.8)	(151.4)
Free Cash Flow	(324.8)	(179.7)	64.6	166.9	334.1

[1] 2018-2020 supplemental financial information reflect the impact of immaterial revisions to the financial statements. 2017 key financial metrics were not revised to reflect the impact of immaterial adjustments
[2] Amounts may not foot due to rounding.
[3] For further detail refer to Exhibits and Reg G for the respective periods.

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Supplemental Key Performance Indicator

MATTEL, INC. AND SUBSIDIARIES — EXHIBIT IV

WORLDWIDE GROSS BILLINGS[1] (Unaudited)[4]
SUPPLEMENTAL KEY PERFORMANCE INDICATOR

(In millions, except percentage information)	For the Three Months Ended December 31, 2021	2020	% Change as Reported	% Change in Constant Currency	For the Year Ended December 31, 2021	2020[2]	% Change as Reported	% Change in Constant Currency
Worldwide Gross Billings:								
Net Sales	$ 1,794.9	$ 1,625.8	10%	11%	$ 5,457.7	$ 4,588.4	19%	18%
Sales Adjustments[3]	196.5	209.1			623.9	554.2		
Gross Billings	$ 1,991.4	$ 1,834.9	9%	9%	$ 6,081.6	$ 5,142.6	18%	17%
Worldwide Gross Billings by Categories:								
Dolls	$ 803.6	$ 709.1	13%	14%	$ 2,299.1	$ 1,886.4	22%	21%
Infant, Toddler, and Preschool	401.4	405.5	-1	-1	1,220.9	1,154.5	6	5
Vehicles	381.2	396.3	-4	-3	1,252.8	1,110.0	13	12
Action Figures, Building Sets, Games, and Other	405.1	324.0	25	26	1,308.9	991.6	32	31
Gross Billings	$ 1,991.4	$ 1,834.9	9%	9%	$ 6,081.6	$ 5,142.6	18%	17%
Supplemental Gross Billings Disclosure								
Worldwide Gross Billings by Top 3 Power Brands:								
Barbie	$ 556.6	$ 471.1	18%	19%	$ 1,679.3	$ 1,350.1	24%	24%
Hot Wheels	326.4	346.3	-6	-5	1,068.3	954.2	12	11
Fisher-Price and Thomas & Friends	365.2	372.8	-2	-2	1,128.2	1,065.5	6	5
Other	743.2	644.6	15	16	2,205.8	1,772.8	24	23
Gross Billings	$ 1,991.4	$ 1,834.9	9%	9%	$ 6,081.6	$ 5,142.6	18%	17%

[1] Gross Billings represent amounts invoiced to customers. It does not include the impact of sales adjustments, such as trade discounts and other allowances. Mattel presents changes in gross billings as a metric for comparing its aggregate, categorical, brand, and geographic results to highlight significant trends in Mattel's business.

[2] Reflects the impact of immaterial revisions to the financial statements.

[3] Sales Adjustments are not allocated to individual products. As such, Net Sales are not presented on a categories or brand level.

[4] Amounts may not sum due to rounding.

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Supplemental Key Performance Indicator

MATTEL, INC. AND SUBSIDIARIES — EXHIBIT V

GROSS BILLINGS[1] BY SEGMENT (Unaudited)[4]
SUPPLEMENTAL KEY PERFORMANCE INDICATOR

(In millions, except percentage information)	For the Three Months Ended December 31, 2021	2020	% Change as Reported	% Change in Constant Currency	For the Year Ended December 31, 2021	2020[2]	% Change as Reported	% Change in Constant Currency
North America Segment Gross Billings:								
Net Sales	$ 890.8	$ 779.4	14%	14%	$ 2,968.3	$ 2,426.5	22%	22%
Sales Adjustments[3]	44.4	49.5			186.6	163.2		
Gross Billings	$ 935.2	$ 828.9	13%	13%	$ 3,154.9	$ 2,589.7	22%	21%
North America Gross Billings by Categories:								
Dolls	$ 312.8	$ 247.0	27%	26%	$ 1,011.1	$ 770.6	31%	31%
Infant, Toddler, and Preschool	238.5	237.1	1	0	758.8	703.3	8	8
Vehicles	175.2	173.0	1	1	633.0	529.2	20	19
Action Figures, Building Sets, Games, and Other	208.7	171.8	22	21	752.0	586.6	28	28
Gross Billings	$ 935.2	$ 828.9	13%	13%	$ 3,154.9	$ 2,589.7	22%	21%
Supplemental Gross Billings Disclosure								
North America Gross Billings by Top 3 Power Brands:								
Barbie	$ 286.4	$ 226.5	26%	26%	$ 903.5	$ 704.2	28%	28%
Hot Wheels	146.0	149.8	-3	-3	529.5	446.6	19	18
Fisher-Price and Thomas & Friends	209.4	211.7	-1	-1	685.5	634.9	8	8
Other	293.4	240.9	22	22	1,036.4	804.0	29	29
Gross Billings	$ 935.2	$ 828.9	13%	13%	$ 3,154.9	$ 2,589.7	22%	21%

[1] Gross Billings represent amounts invoiced to customers. It does not include the impact of sales adjustments, such as trade discounts and other allowances. Mattel presents changes in gross billings as a metric for comparing its aggregate, categorical, brand, and geographic results to highlight significant trends in Mattel's business.

[2] Reflects the impact of immaterial revisions to the financial statements.

[3] Sales Adjustments are not allocated to individual products. As such, Net Sales are not presented on a categories or brand level.

[4] Amounts may not sum due to rounding.

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Supplemental Key Performance Indicator

MATTEL, INC. AND SUBSIDIARIES — EXHIBIT VI

GROSS BILLINGS[1] BY SEGMENT (Unaudited)[4]
SUPPLEMENTAL KEY PERFORMANCE INDICATOR

(In millions, except percentage information)	For the Three Months Ended December 31, 2021	2020	% Change as Reported	% Change in Constant	For the Year Ended December 31, 2021	2020[2]	% Change as Reported	% Change in Constant Currency
International Segment Gross Billings:								
Net Sales	$ 771.7	$ 704.7	9%	12%	$ 2,219.2	$ 1,903.5	17%	15%
Sales Adjustments[3]	148.0	155.7			429.6	382.8		
Gross Billings	$ 919.7	$ 860.4	7%	9%	$ 2,648.8	$ 2,286.4	16%	14%
International Gross Billings by Geographic Area:								
EMEA								
Net Sales	$ 469.6	$ 397.1	18%	21%	$ 1,375.5	$ 1,132.5	21%	21%
Sales Adjustments[3]	100.7	98.2			290.0	247.4		
Gross Billings	$ 570.3	$ 495.2	15%	18%	$ 1,665.5	$ 1,380.0	21%	20%
Latin America								
Net Sales	$ 190.1	$ 187.2	2%	3%	$ 519.6	$ 455.2	14%	12%
Sales Adjustments[3]	27.9	36.2			84.1	82.2		
Gross Billings	$ 217.9	$ 223.4	-2%	-1%	$ 603.7	$ 537.4	12%	10%
Asia Pacific								
Net Sales	$ 112.0	$ 120.5	-7%	-6%	$ 324.1	$ 315.8	3%	-1%
Sales Adjustments[3]	19.5	21.3			55.5	53.2		
Gross Billings	$ 131.4	$ 141.8	-7%	-7%	$ 379.6	$ 369.0	3%	-1%
International Gross Billings by Categories:								
Dolls	$ 354.3	$ 316.5	12%	14%	$ 1,010.1	$ 849.4	19%	18%
Infant, Toddler, and Preschool	162.9	168.4	-3	-2	462.1	451.2	2	1
Vehicles	206.0	223.3	-8	-6	619.8	580.8	7	5
Action Figures, Building Sets, Games, and Other	196.4	152.2	29	32	556.8	405.0	38	35
Gross Billings	$ 919.7	$ 860.4	7%	9%	$ 2,648.8	$ 2,286.4	16%	14%
Supplemental Gross Billings Disclosure								
International Gross Billings by Top 3 Power Brands:								
Barbie	$ 270.2	$ 244.6	10%	13%	$ 775.8	$ 645.9	20%	19%
Hot Wheels	180.5	196.5	-8	-7	538.8	507.6	6	5
Fisher-Price and Thomas & Friends	155.8	161.1	-3	-2	442.7	430.6	3	1
Other	313.2	258.1	21	23	891.4	702.2	27	25
Gross Billings	$ 919.7	$ 860.4	7%	9%	$ 2,648.8	$ 2,286.4	16%	14%

[1] Gross Billings represent amounts invoiced to customers. It does not include the impact of sales adjustments, such as trade discounts and other allowances. Mattel presents changes in gross billings as a metric for comparing its aggregate, categorical, brand, and geographic results to highlight significant trends in Mattel's business.
[2] Reflects the impact of immaterial revisions to the financial statements.
[3] Sales Adjustments are not allocated to individual products. As such, Net Sales are not presented on a categories or brand level.
[4] Amounts may not sum due to rounding.

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Supplemental Key Performance Indicator

MATTEL, INC. AND SUBSIDIARIES — EXHIBIT VII

GROSS BILLINGS[1] BY SEGMENT (Unaudited)[3]
SUPPLEMENTAL KEY PERFORMANCE INDICATOR

(In millions, except percentage information)	For the Three Months Ended December 31, 2021	2020	% Change as Reported	% Change in Constant Currency	For the Year Ended December 31, 2021	2020	% Change as Reported	% Change in Constant Currency
American Girl Segment Gross Billings:								
Net Sales	$ 132.5	$ 141.6	-6%	-6%	$ 270.3	$ 258.4	5%	5%
Sales Adjustments[2]	4.1	4.0			7.6	8.1		
Gross Billings	$ 136.5	$ 145.6	-6%	-6%	$ 277.9	$ 266.5	4%	4%

[1] Gross Billings represent amounts invoiced to customers. It does not include the impact of sales adjustments, such as trade discounts and other allowances. Mattel presents changes in gross billings as a metric for comparing its aggregate, categorical, brand, and geographic results to highlight significant trends in Mattel's business.
[2] Sales Adjustments are not allocated to individual products.
[3] Amounts may not sum due to rounding.

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Glossary of Non-GAAP Financial Measures & Key Performance Indicator

NON-GAAP FINANCIAL MEASURES

To supplement our financial results presented in accordance with generally accepted accounting principles in the United States ("GAAP"), Mattel presents certain non-GAAP financial measures within the meaning of Regulation G promulgated by the Securities and Exchange Commission. The non-GAAP financial measures that Mattel uses in this earnings release may include Adjusted Gross Profit, Adjusted Gross Margin, Adjusted Other Selling and Administrative Expenses, Adjusted Operating Income (Loss), Adjusted Operating Income (Loss) Margin, Adjusted Earnings (Loss) Per Share, earnings before interest expense, taxes, depreciation and amortization ("EBITDA"), Adjusted EBITDA, Free Cash Flow, Free Cash Flow Conversion (Free Cash Flow / Adjusted EBITDA), Leverage Ratio (Debt / Adjusted EBITDA), and constant currency. Mattel uses these measures to analyze its continuing operations and to monitor, assess, and identify meaningful trends in its operating and financial performance, and each is discussed below. Mattel believes that the disclosure of non-GAAP financial measures provides useful supplemental information to investors to be able to better evaluate ongoing business performance and certain components of Mattel's results. These measures are not, and should not be viewed as, substitutes for GAAP financial measures and may not be comparable to similarly titled measures used by other companies.

Adjusted Gross Profit and Adjusted Gross Margin

Adjusted Gross Profit and Adjusted Gross Margin represent reported Gross Profit and reported Gross Margin, respectively, adjusted to exclude severance and restructuring expenses. Adjusted Gross Margin represents Mattel's Adjusted Gross Profit, as a percentage of Net Sales. Adjusted Gross Profit and Adjusted Gross Margin are presented to provide additional perspective on underlying trends in Mattel's core Gross Profit and Gross Margin, which Mattel believes is useful supplemental information for investors to be able to gauge and compare Mattel's current business performance from one period to another.

Adjusted Other Selling and Administrative Expenses

Adjusted Other Selling and Administrative Expenses represents Mattel's reported Other Selling and Administrative Expenses, adjusted to exclude severance and restructuring expenses, the impact of the inclined sleeper product recalls, and the impact of sale of assets, which are not part of Mattel's core business. Adjusted Other Selling and Administrative Expenses is presented to provide additional perspective on underlying trends in Mattel's core other selling and administrative expenses, which Mattel believes is useful supplemental information for investors to be able to gauge and compare Mattel's current business performance from one period to another.

Adjusted Operating Income (Loss) and Adjusted Operating Income (Loss) Margin

Adjusted Operating Income (Loss) and Adjusted Operating Income (Loss) Margin represent reported Operating Income (Loss) and reported Operating Income (Loss) Margin, respectively, adjusted to exclude severance and restructuring expenses, the impact of the inclined sleeper product recalls, and the impact of sale of assets, which are not part of Mattel's core business. Adjusted Operating Income (Loss) Margin represents Mattel's Adjusted Operating Income (Loss), as a percentage of Net Sales. Adjusted Operating Income (Loss) and Adjusted Operating Income (Loss) Margin are presented to provide additional perspective on underlying trends in Mattel's core operating results, which Mattel believes is useful supplemental information for investors to be able to gauge and compare Mattel's current business performance from one period to another.

Adjusted Earnings (Loss) Per Share

Adjusted Earnings (Loss) Per Share represents Mattel's reported Diluted Earnings (Loss) Per Common Share, adjusted to exclude severance and restructuring expenses, the impact of the inclined sleeper product recalls, the impact of sale of assets/business, loss on debt extinguishment, and releases of valuation allowances, which are not part of Mattel's core business. The aggregate tax effect of the adjustments is calculated by tax effecting the adjustments by the current effective tax rate, and dividing by the reported weighted-average number of common shares. Adjusted Earnings (Loss) Per Share is presented to provide additional perspective on underlying trends in Mattel's core business. Mattel believes it is useful supplemental information for investors to gauge and compare Mattel's current earnings results from one period to another. Adjusted Earnings (Loss) Per Share is a performance measure and should not be used as a measure of liquidity.

EBITDA and Adjusted EBITDA

EBITDA represents Mattel's Net Income (Loss), adjusted to exclude the impact of interest expense, taxes, depreciation, and amortization. Adjusted EBITDA represents EBITDA adjusted to exclude share-based compensation, severance and restructuring expenses, the impact of the inclined sleeper product recalls, and the impact of sale of assets/business, which are not part of Mattel's core business. Mattel believes EBITDA and Adjusted EBITDA are useful supplemental information for investors to gauge and compare Mattel's business performance to other companies in its industry with similar capital structures. The presentation of Adjusted EBITDA differs from how Mattel calculates EBITDA for purposes of covenant compliance under the indentures governing its high yield senior notes and the syndicated facility agreement governing its senior secured revolving credit facilities. Because of these limitations, EBITDA and Adjusted EBITDA should not be considered as measures of discretionary cash available to invest in the growth of Mattel's business. As a result, Mattel relies primarily on its GAAP results and uses EBITDA and Adjusted EBITDA only supplementally.

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Free Cash Flow and Free Cash Flow Conversion

Free Cash Flow represents Mattel's net cash flows from operating activities less capital expenditures. Free Cash Flow Conversion represents Mattel's free cash flow divided by Adjusted EBITDA. Mattel believes Free Cash Flow and Free Cash Flow Conversion are useful supplemental information for investors to gauge Mattel's liquidity and performance and to compare Mattel's business performance to other companies in our industry. Free Cash Flow does not represent cash available to Mattel for discretionary expenditures.

Leverage Ratio (Debt / Adjusted EBITDA)

The leverage ratio is calculated by dividing Debt by Adjusted EBITDA. Debt represents the aggregate of Mattel's current portion of long-term debt, short-term borrowings, and long-term debt, excluding the impact of debt issuance costs and debt discount. Mattel believes the leverage ratio is useful supplemental information for investors to gauge trends in Mattel's business and to compare Mattel's business performance to other companies in its industry.

Constant Currency

Percentage changes in results expressed in constant currency are presented excluding the impact from changes in currency exchange rates. To present this information, Mattel calculates constant currency information by translating current period and prior period results for entities reporting in currencies other than the US dollar using consistent exchange rates. The constant currency exchange rates are determined by Mattel at the beginning of each year and are applied consistently during the year. They are generally different from the actual exchange rates in effect during the current or prior period due to volatility in actual foreign exchange rates. Mattel considers whether any changes to the constant currency rates are appropriate at the beginning of each year. The exchange rates used for these constant currency calculations are generally based on prior year actual exchange rates. The difference between the current period and prior period results using the consistent exchange rates reflects the changes in the underlying performance results, excluding the impact from changes in currency exchange rates. Mattel analyzes constant currency results to provide additional perspective on changes in underlying trends in Mattel's operating performance. Mattel believes that the disclosure of the percentage change in constant currency is useful supplemental information for investors to be able to gauge Mattel's current business performance and the longer-term strength of its overall business since foreign currency changes could potentially mask underlying sales trends. The disclosure of the percentage change in constant currency enhances investor's ability to compare financial results from one period to another.

2022 Guidance and 2023 Goals

A reconciliation of Mattel's non-GAAP financial measures on a forward-looking basis, including Net Sales on a constant currency basis, Adjusted Gross Margin, Adjusted Operating Income Margin, and Adjusted EBITDA, is not available without unreasonable effort. Mattel is unable to predict with sufficient certainty items that would be excluded from the corresponding GAAP measure, including the effect of foreign currency exchange rate fluctuations, unusual gains and losses or charges, and severance and restructuring charges, due to the unpredictable nature of such items, which may have a significant impact on Mattel's GAAP measures.

KEY PERFORMANCE INDICATOR

Gross Billings

Gross Billings represent amounts invoiced to customers. It does not include the impact of sales adjustments, such as trade discounts and other allowances. Mattel presents changes in gross billings as a metric for comparing its aggregate, categorical, brand, and geographic results to highlight significant trends in Mattel's business. Changes in Gross Billings are discussed because, while Mattel records the details of such sales adjustments in its financial accounting systems at the time of sale, such sales adjustments are generally not associated with categories, brands, and individual products.

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