



toyfair

NEW YORK CITY



Debbie Hancock

VP, Investor Relations



Agenda

Creating a Global Play and Entertainment Company

Brian Goldner

Strategic Plan Unlocks Shareholder Value

Deb Thomas

Brand Blueprint 2.0

John Frascotti

Hasbro's Brand Initiatives

Samantha Lomow
& Brian Chapman

Hasbro Brand & Design Teams

Q&A

Showroom Tour



Safe Harbor

This presentation contains forward-looking statements concerning management's expectations, goals, objectives and similar matters, which are subject to risks and uncertainties. These forward-looking statements may include comments concerning our future product, marketing and entertainment plans, financial goals, costs and expectations for our future product and financial performance. There are many factors that could cause actual results and experience to differ materially from the anticipated results or other expectations expressed in these forward-looking statements, including consumer and retailer interest in our products and product lines, changes in marketing, entertainment and business plans and strategies and future global economic conditions, including foreign exchange rates. Some of those factors are set forth in the Company's Annual Reports on Form 10-K, in the Company's Quarterly Reports on Form 10-Q, in the Company's Current Reports on Form 8-K and in the Company's other public disclosures. The Company undertakes no obligation to make any revisions to the forward-looking statements contained in this presentation to reflect events or circumstances occurring after the date of this presentation.





Brian Goldner

CEO and Chairman



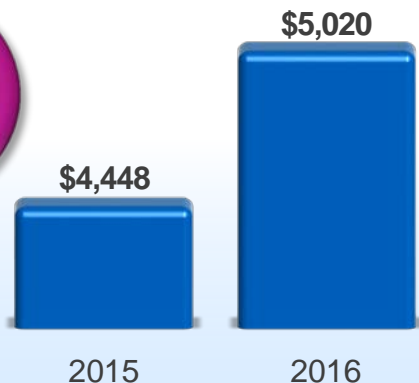


Global Play & Entertainment Company

Record Year

Full Year Revenues

13%



\$5.02B
in 2016

VS.
\$4.45B
in 2015

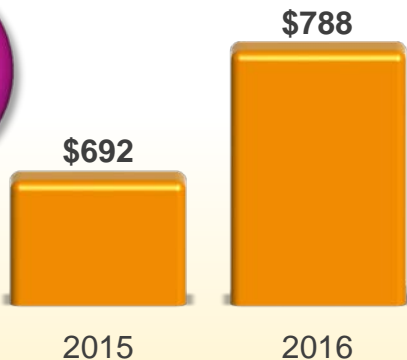


Record Year

Operating Profit

As Reported FY Operating Profit

14%



EPS of
\$4.34
per share
(vs. \$3.57)

Board increased the quarterly dividend **12%** to **\$0.57** per share



What's Driving Hasbro



Brand Blueprint





HASBRO BRANDS





2%

\$2.3B

in 2016

10%

10-Year
CAGR

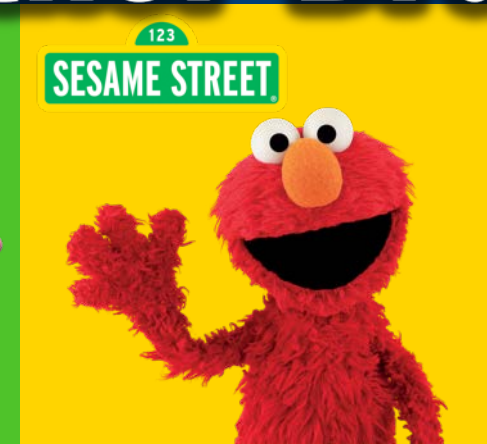
20+%

Operating
Profit



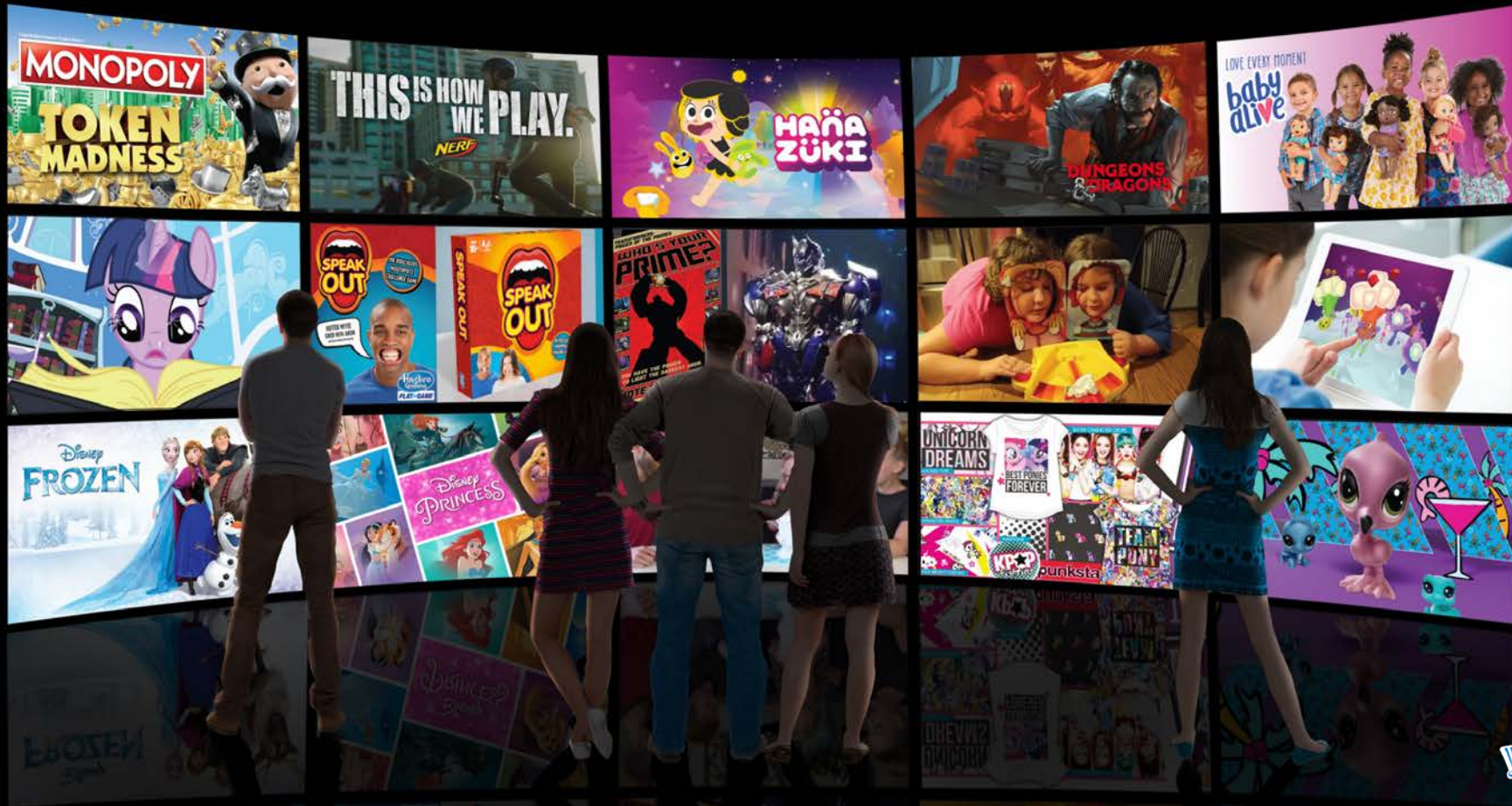


\$1.4B Partner Brands



Global Consumer Insights







World Class Storytelling





my LITTLE PONY™ The MOVIE

LIONSGATE





Bringing
Brands to Life





BUMBLEBEE: THE HUMANS! WE MUST NOT ALLOW ANY HARM TO COME TO THEM!

Immersive Entertainment Experiences

A man with a beard and a young girl are smiling and taking a selfie with a smartphone. The girl is wearing a pink tiara and a colorful dress. The background is a bright, indoor setting.

Connecting to Stories



HAÑA
ZÜKI





Toy & Game Innovation







One Voice



Digital Gaming



Licensed Gaming Brands



amazon.com

Alibaba Group

Walmart

Carrefour



TARGET

ToysRUs



Omni-Channel Retail Partnerships

Auchan

falabella



Детский мир

bol.com

Walgreens

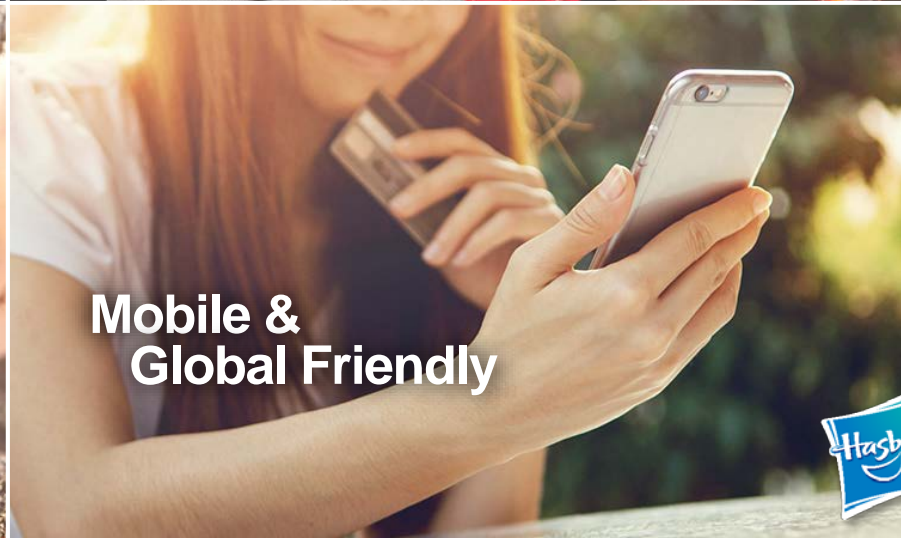
天猫 Tmall.com



Storytelling and Innovation



**Branded &
Authentic**



**Mobile &
Global Friendly**



Content to Commerce

The Alibaba.com logo is centered within a large, circular, metallic-looking frame. It features a white stylized 'A' icon above the text 'Alibaba.com' in white.

Alibaba.com



**video playing
in room**

Content to Commerce

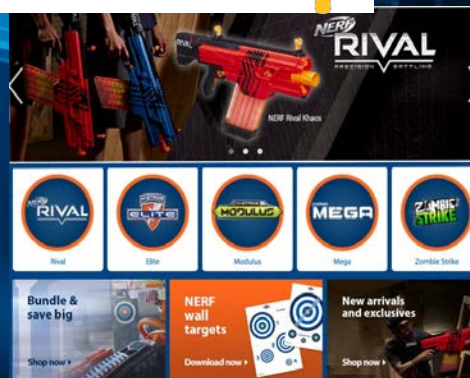
The Alibaba.com logo is centered within a large, orange circular graphic that has a metallic, brushed-metal border. The logo itself consists of a white, stylized 'A' icon above the text 'Alibaba.com' in a white, sans-serif font.

Alibaba.com



Global Ecommerce Partnerships

Available at
amazon



Brand Blueprint



FRANCHISE



TRANSFORMERS



MONOPOLY



PARTNER



GAMES



Over 70+ Other
Gaming Brands



EMERGING

> Challenger <



> New <

Franchise Brands in the Making



Diversifying Global Supply Chain



30M
Hasbro Games

MONOPOLY

the Game of **LIFE**

CANDY LAND

Risk CLUE

OPERATION

MAGIC
The Gathering



117M
Booster Packs

Long Heritage of
U.S. Manufacturing

400
Employees

2018





Story-led Brands

The image shows a group of Transformers robots in a city street. The robots are in various poses, some standing and some in motion. The background is a stylized cityscape with tall buildings and a bright sky. The text 'Story-led Brands' is written in a large, white, bold, sans-serif font, slanted upwards from left to right, overlaid on the robots.



FurReal makers

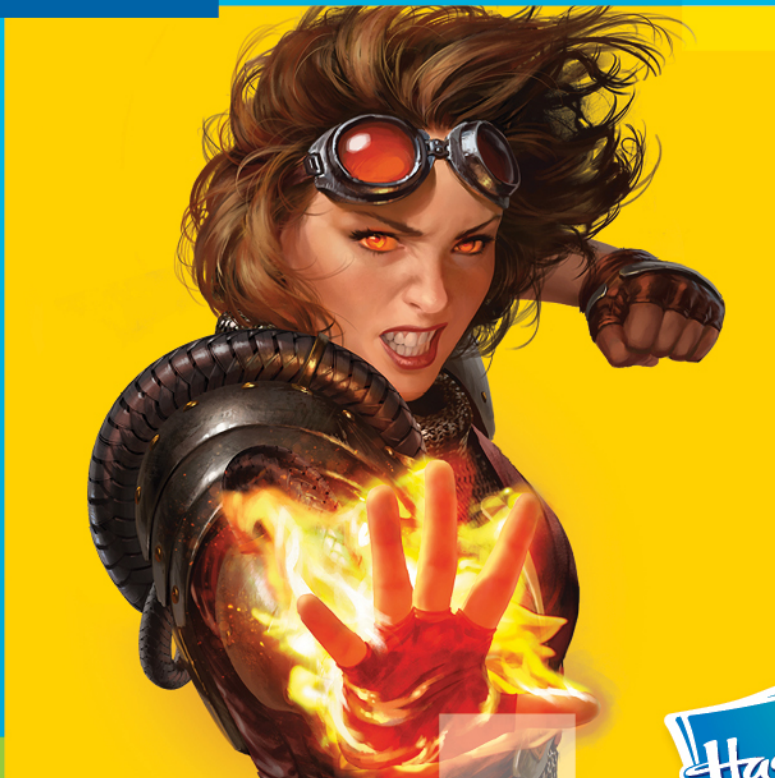
The image shows a girl with long dark hair, smiling and interacting with a white robotic dog. The dog has a blue eye and a black nose. The background is a blurred indoor setting. The text 'FurReal makers' is written in a stylized, colorful font at the top left of the image.

CREATE & CODE
YOUR ULTIMATE
RIP

Integrated Technology

PROTO MAX



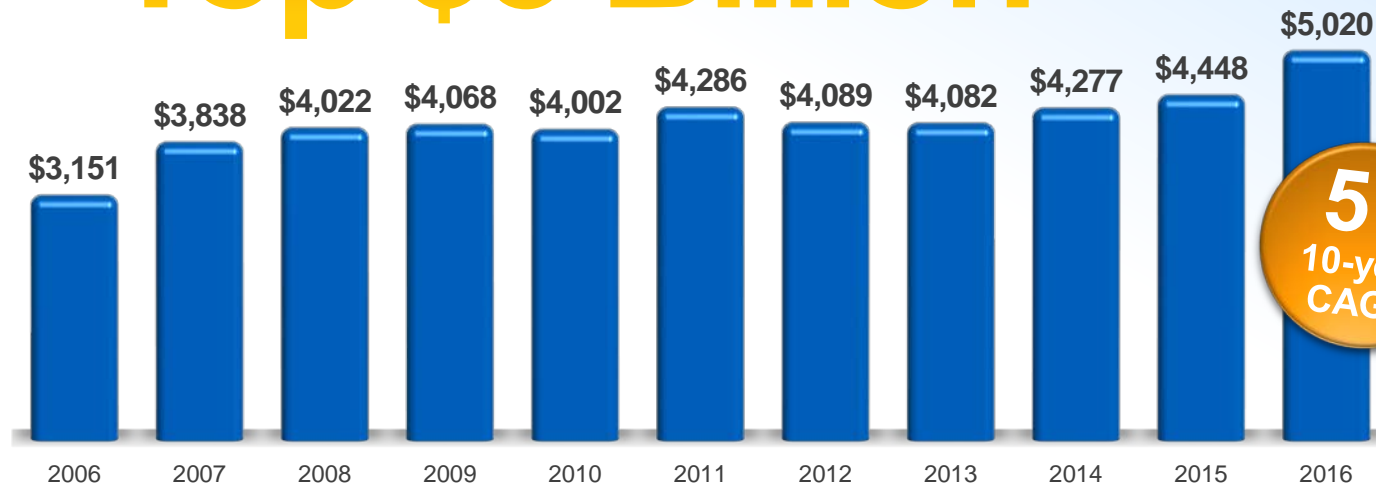


Deb Thomas

Chief Financial Officer



Hasbro Revenues Top \$5 Billion



5%
10-year
CAGR



13%
Revenue Growth
2016 vs. 2015

Operating in **35+**
Different Countries

Investing in the
Brand Blueprint





New Revenue Reporting: Brand Portfolio

(\$ millions, unaudited)	Full Year 2014	Full Year 2015	Full Year 2016
Franchise Brands	\$2,345	\$2,285	\$2,328
Partner Brands	654	1,101	1,413
Hasbro Gaming	644	662	813
Emerging Brands	634	400	466
Total	\$4,277	\$4,448	\$5,020

Brand Portfolio Definitions:

Franchise Brands: NERF, MY LITTLE PONY, TRANSFORMERS, PLAY-DOH, MONOPOLY, LITTLEST PET SHOP and MAGIC: THE GATHERING

Partner Brands: Key partner brands

Hasbro Gaming: All gaming NOT in Franchise, Partner or Emerging. Note – does not include Magic: The Gathering and Monopoly.

Emerging Brands: Challenger, New and any other Brands not captured in the other three categories.



Global Business Addressing Global Consumers

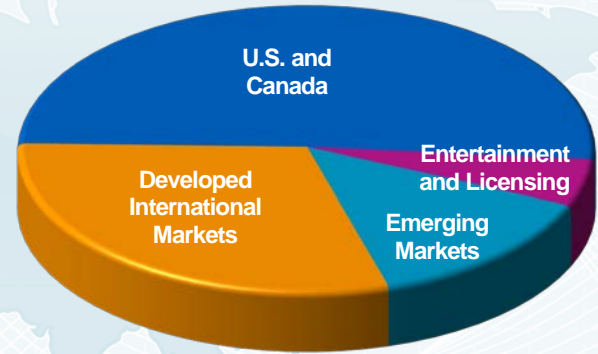
Emerging Market Investments Opening Incremental Opportunities

Opened Offices: Peru, Colombia, Brazil, Russia, Czech Republic, Korea, China, Thailand, South Africa, Dubai, Argentina (2016), India (2017)

2016 Revenues up 12% versus 2015, absent FX impact (9% increase as reported)

Gaining share in key markets, including Russia and Brazil
Hasbro #1 toy company in Brazil in 2016*

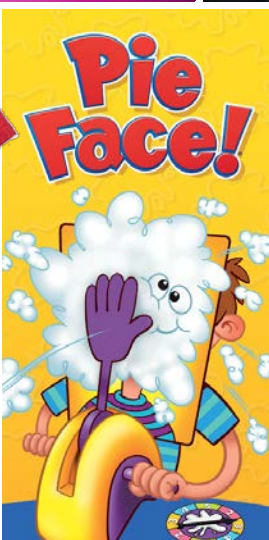
Profitability remains below 10% due to FX headwinds;
Continue to target operating profit to approach company average over time



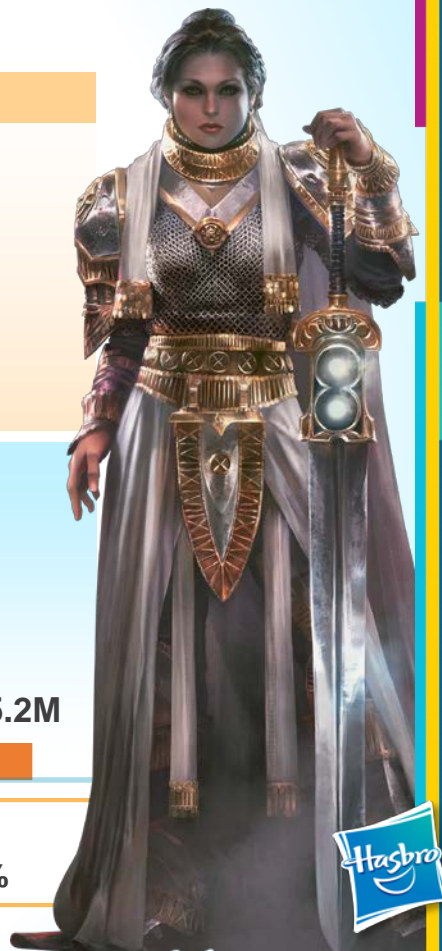
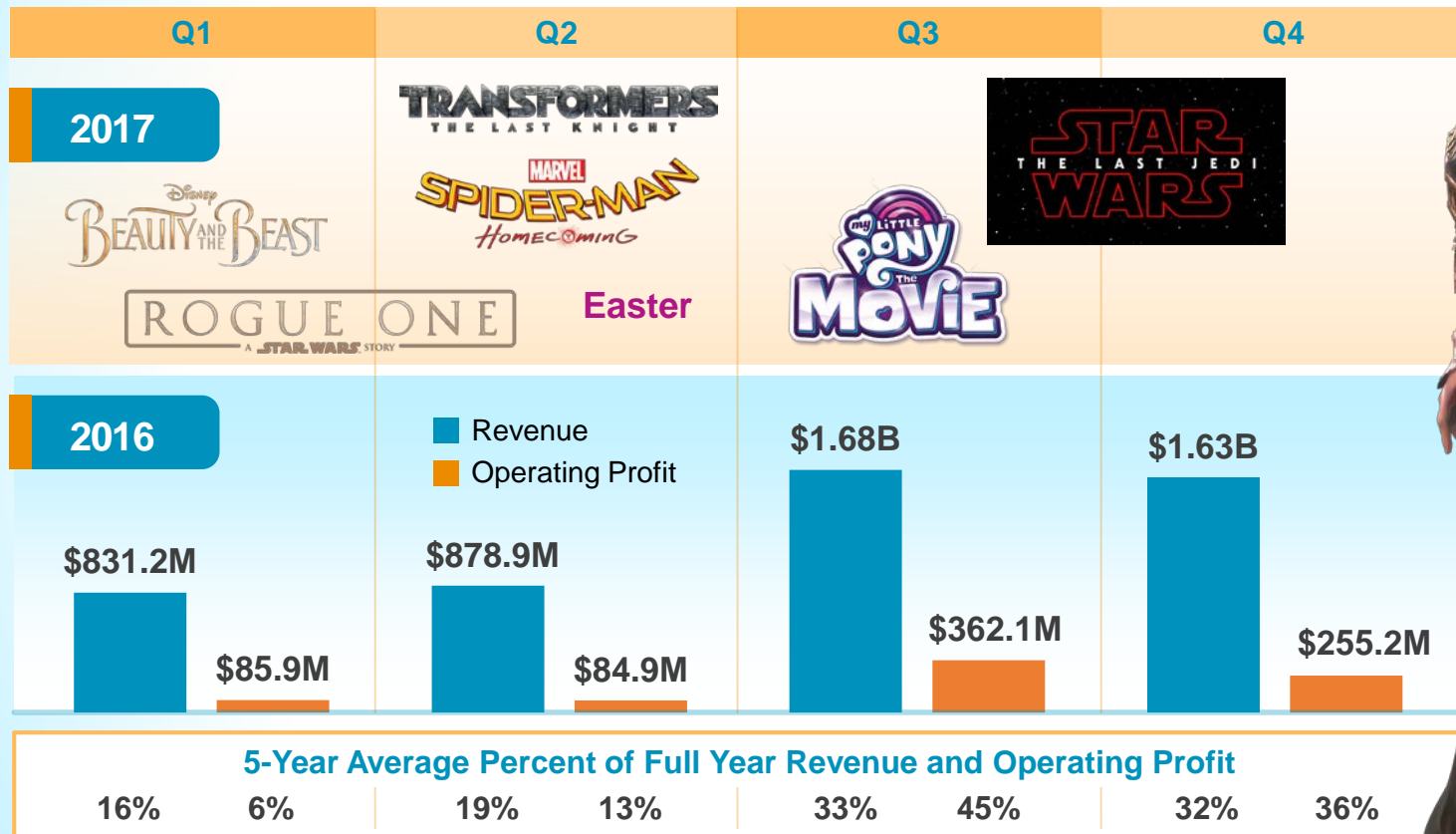
+27%
10-Year
Revenue
CAGR

*Source: The NPD Group and Sim Brasil





Revenue Phasing



Input Cost Components



Board/Paper/Print	7.0%
Resins	5.0%
Electronics/Metals	2.2%
All Other	3.4%
Total	17.6%

Cost of Sales as a % of Revenue

Revenue	100%
Gross Margin	62.0%
Cost of Sales	38.0%

Labor	8.9%
Factory Overhead	7.1%
Freight/Import Costs	2.1%
Tooling	1.5%
Inventory Variances	0.8%
Total	20.4%

└───────────> **Cost of Sales 38.0%** <──────────┐



Input Cost Trends

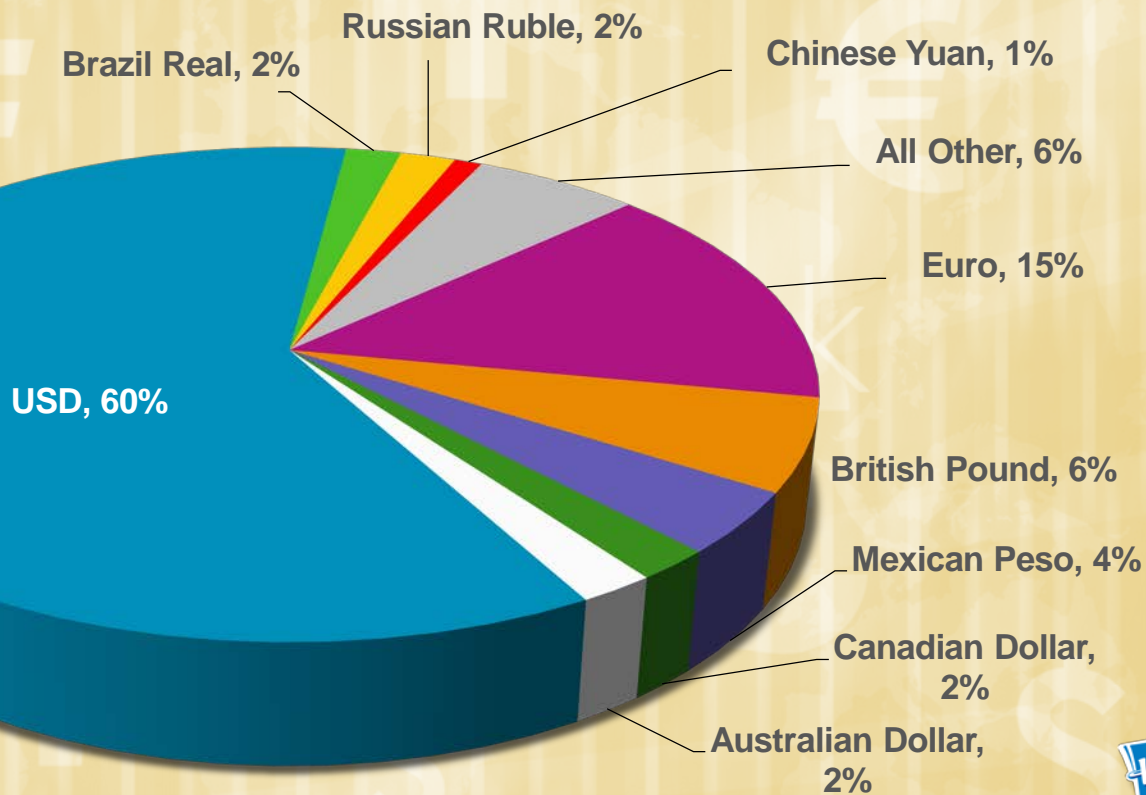


	% of Revenue	2016 vs. 2015	2017 vs. 2016
Labor	8.9%	↑	↑
Board/Paper/Print	7.0%	↔	↑
Resins	5.0%	↓	↑
Freight	2.1%	↓	↗

*Based on headline cost trends; does not reflect timing of increases



2016 Net Revenues by Currency



Average Rate		Average 2014	Average 2015	Average 2016	Current Spot Rate*
€	Euro	1.309	1.100	1.100	1.060
£	British Pound	1.642	1.520	1.350	1.250
Mex\$	Mexican Peso	0.075	0.062	0.054	0.049
R\$	Brazil Real	0.431	0.300	0.286	0.327
Rub	Russian Ruble	0.025	0.016	0.015	0.017

2017 Foreign Exchange Outlook

Revenue
Anticipate negative
\$50-\$60M
impact

Operating Profit
Approximately
15 to 20% of
related impact

*As of February 15, 2017





2017 Cost and Expense Trends

% of Net Revenues	Actual 2013	Actual 2014	Actual 2015	Actual 2016	2017 Trends	Comments Regarding 2017 Trends
Cost of Sales	40.7%	39.7%	37.7%	38.0%	➔	Rising input costs and less favorable hedging
Royalties	6.7%	7.2%	8.5%	8.2%	↔	Anticipate similar product mix and royalties for 2017
Product Development	5.0%	5.2%	5.5%	5.3%	➔	Up slightly, continue investing in innovation
Advertising	9.8%	9.8%	9.2%	9.3%	➔	Targeting a small increase; Remains below historical levels; Leveraging digital and global reach; Investing in New Brands
Intangible Amortization	1.4%	1.2%	1.0%	0.7%	➔	Projecting \$29M in 2017 as additional assets become amortized
Programming Amortization	1.2%	1.1%	1.0%	0.7%	↔	\$45-\$55 Million in cash spend planned for 2017
S D & A	20.6%	20.8%	21.7%	21.5%	↔	Increasing IT depreciation offset by expense leverage
Interest Expense	2.2%	2.2%	2.2%	1.9%	↔	Consistent with historical trends as % of revenues
Underlying Tax Rate	25.8%	26.5%	26.4%	24.5%	➔	2017 underlying tax rate 24.5% to 25.5% including discrete items 23% to 24%

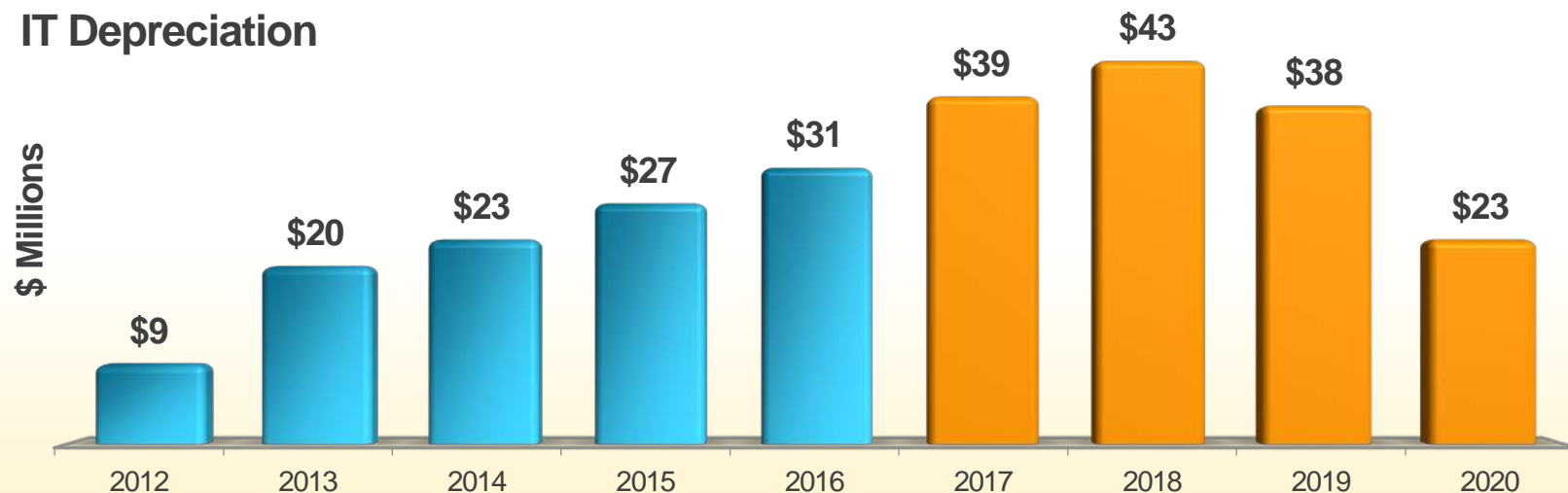
Data excludes all charges and benefits during the periods as detailed in Hasbro's year end earnings release.



Systems Investments

Depreciation Peaks in 2018

IT Depreciation



Actual

Estimate





2017 Cost and Expense Trends

% of Net Revenues	Actual 2013	Actual 2014	Actual 2015	Actual 2016	2017 Trends	Comments Regarding 2017 Trends
Cost of Sales	40.7%	39.7%	37.7%	38.0%	➔	Rising input costs and less favorable hedging
Royalties	6.7%	7.2%	8.5%	8.2%	↔	Anticipate similar product mix and royalties for 2017
Product Development	5.0%	5.2%	5.5%	5.3%	➔	Up slightly, continue investing in innovation
Advertising	9.8%	9.8%	9.2%	9.3%	➔	Targeting a small increase; Remains below historical levels; Leveraging digital and global reach; Investing in New Brands
Intangible Amortization	1.4%	1.2%	1.0%	0.7%	➔	Projecting \$29M in 2017 as additional assets become amortized
Programming Amortization	1.2%	1.1%	1.0%	0.7%	↔	\$45-\$55 Million in cash spend planned for 2017
S D & A	20.6%	20.8%	21.7%	21.5%	↔	Increasing IT depreciation offset by expense leverage
Interest Expense	2.2%	2.2%	2.2%	1.9%	↔	Consistent with historical trends as % of revenues
Underlying Tax Rate	25.8%	26.5%	26.4%	24.5%	➔	2017 underlying tax rate 24.5% to 25.5% including discrete items 23% to 24%

Data excludes all charges and benefits during the periods as detailed in Hasbro's year end earnings release.



Lower Projected Tax Rate in 2017



Favorable Impact to EPS

Q1 2017	\$0.08
Q2 2017	\$0.01
Q3 2017	\$0.01
Q4 2017	\$0.01
FY 2017	\$0.11

2017 EPS could be
favorably impacted by
\$0.11 per share

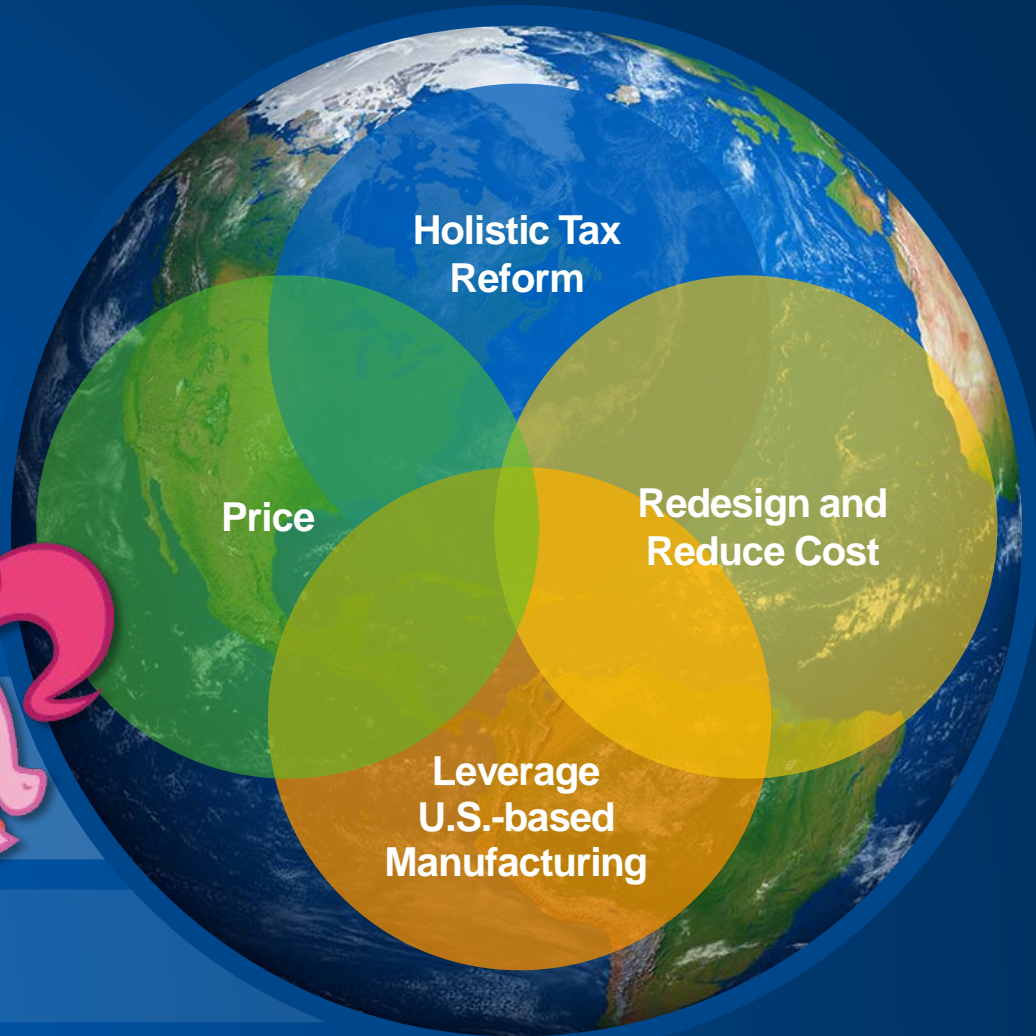
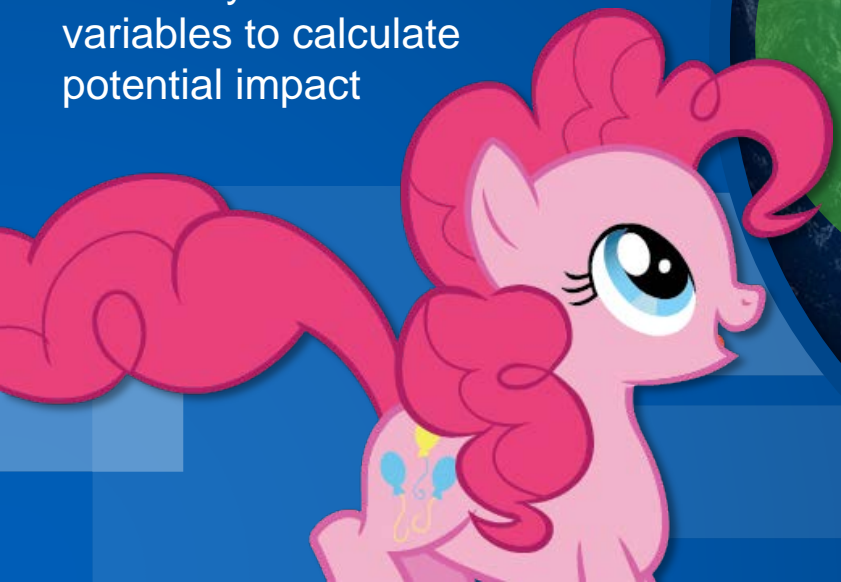
Favorable Impact to
Tax Rate from ASU
2016-091

Full Year 2017 Tax Rate
including impact of ASU 2016-
091 is **expected to be in the**
range of 23% to 24%



Positioned to Address Tax Reform

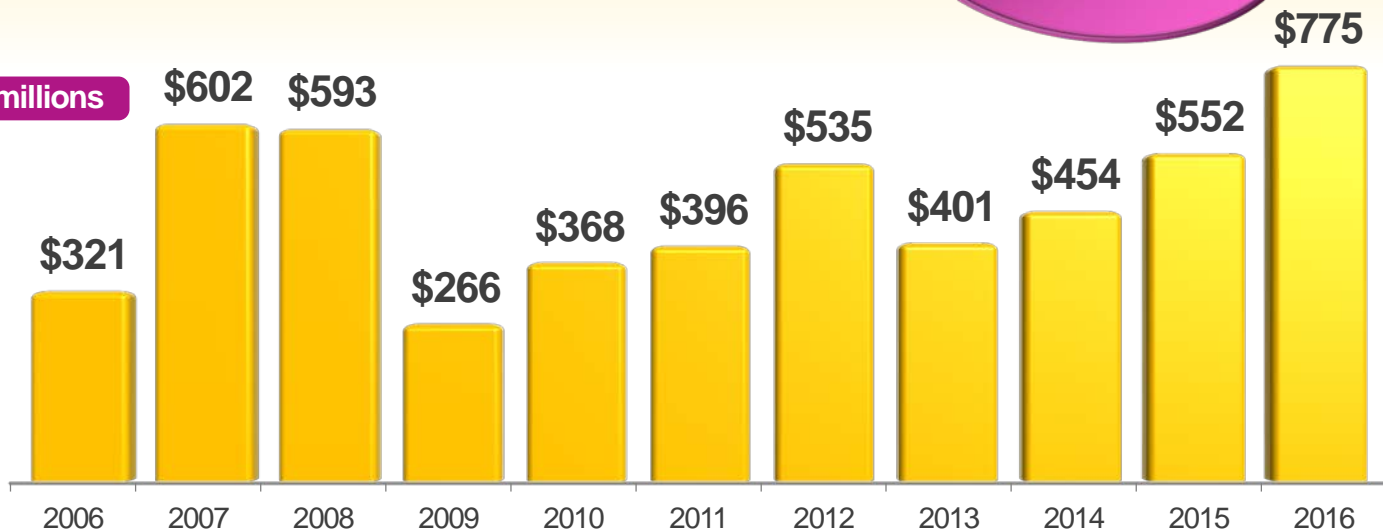
Too many unknown variables to calculate potential impact



Strong Cash Flow

Operating Cash
Flow Target:
\$550-\$650M

In millions





Capital Priorities:

Dividend & Share Repurchase



↑12%
2017 Quarterly
Dividend Increase

↑ Dividend
+14% on Average
Over 10-Years

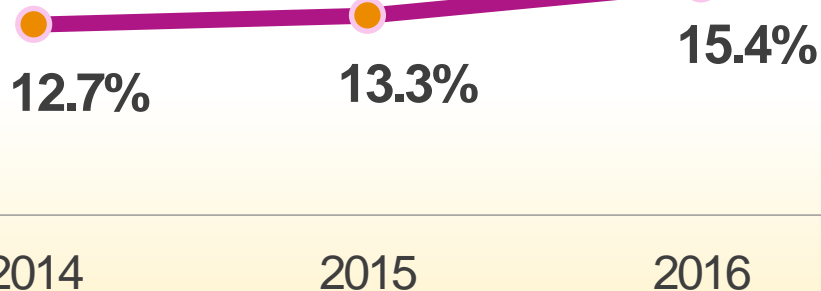
10 Years
\$5.2B



Strong Gains in ROIC



3-Year
Average
13.8%



Target 2017 Capital Expenditures: \$150 to \$170M





2.00-2.50


Debt to EBITDA Target

8X

EBITDA to
Interest Target

Maturity Date	Coupon	Outstanding	% of Total Debt
09/15/2017 Notes	6.300%	350,000	20.34%
05/15/2021 Notes	3.150%	300,000	17.43%
07/15/2028 Debentures	6.600%	109,895	6.39%
03/15/2040 Notes	6.350%	500,000	29.06%
05/15/2044 Notes	5.100%	300,000	17.43%
Deferred Debt Expense		(11,503)	-0.67%
Long-Term Debt	5.541%	1,548,392	89.99%
Short-Term Debt	1.370%	172,300	10.01%
Total Debt	5.124%	\$ 1,720,692	100.00%



A detailed illustration of Optimus Prime, the leader of the Autobots, in his robot form. He is primarily blue and red, with a silver face and chest. He is shown from the waist up, holding a sword in his right hand. The background is a light blue gradient.

Medium-Term Objectives

- 1 Developed economies are targeted to grow low to mid-single digits through brand innovation and markets share gains*
- 2 Target continued double-digit growth in emerging markets*
- 3 We believe operating profit margins are sustainable and can grow slightly in the near term; focused on improvement in the next two to three years
- 4 We expect to generate operating cash flow in the amount of \$550M to \$650M on average

*Excluding the impact of foreign exchange



Driving Profitable Growth

Favorable to Operating Profit Margin

Favorable Product Mix

- Growth in Franchise Brands
- Growth in Hasbro Gaming
- Growth in Entertainment and Licensing
- Build scale in Emerging Markets

Cost Efficiencies

- Lower amortization expense

Investments

- Investing in Franchise Brands
- Launching New Brands
- Expanding Emerging Brands
- Investing in Partner Brands
- Final phase of systems investments to drive cost savings beyond 2017





Brands



Innovation



A Global Play & Entertainment Company

Gaming



Storytelling





**video playing
in room**



John Frascotti

President



Franchise Brands



TRANSFORMERS

MONOPOLY



Littlest
Pet
Shop



MAGIC
The Gathering®



audio only

audio only

Gaming Brands



Pie Face!

DUNGEONS
& DRAGONS

bop it!

TRIVIAL
PURSUIT

the Game of
LIFE

Jenga

OPERATION

SPEAK
OUT

CRANIUM

Taboo

SCRABBLE

CLUE

Over 70+ Other Gaming Brands

Franchise Brands

my LITTLE
pony

MAGIC
The Gathering

Littlest
pet
shop

NERF

Play-Doh

TRANSFORMERS

MONOPOLY

Partner Brands

MARVEL

STAR
WARS

Disney
PRINCESS

Disney
FROZEN

Trolls

Disney
DESCENDANTS

123
SESAME STREET

BEYBLADE
BURST

YO-KAI
WATCH

Blazing
Team

Chutes
and
Ladders

THE ORIGINAL GAME OF
CONNECT 4

SORRY!

CANDY
LAND



Emerging Brands

Challenger Brands

baby
alive

PLAYSKOOL

PLAYSKOOL
HEROES

G.I. JOE

FurReal

Furby



New Brands



HAÑA
ZÜKI



STRETCH
ARMSTRONG

MICRONAUTS

Franchise Brands



MAGIC
The Gathering

Littlest
Pet Shop

NERF

PlayDoh

TRANSFORMERS

MONOPOLY

Partner Brands

MARVEL

STAR WARS

Disney
PRINCESS

Disney
FROZEN

Disney
Trolls

Disney
DESCENDANTS

123
SESAME STREET

BEYBLADE
BURST

YO-KAI
WATCH

Blazing
Team

Gaming Brands



DUNGEONS
DRAGONS

TRIVIAL
PURSUIT

the Game
LIFE

OPERATION

BOPI!

Taboo

CRANIUM

Jenga

CLUE

SCRABBLE

PieFace!



Over 70+ Other Gaming Brands

Franchise & Partner Brands

TRANSFORMERS



Hasbro Gaming Brands



Over 70+
Other
Gaming
Brands



Emerging Brands

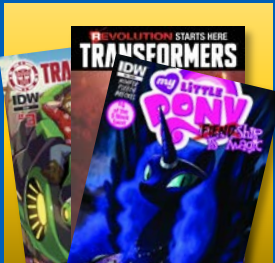
Challenger
Brands >>



New Brands
Franchise Brands
in the Making >>



Story-Led Consumer Franchises





Television

Apparel & Accessories

Gaming

Digital Shorts

Music

Toys for All Ages

Social Media

Promotions

Consumables & Hard Goods

Theme Parks

Branded Event Experiences

Live Action & Animated Movies

Fashion & Home

Books for All Ages

Expanding Our Audience



Fan Economy

Expanding Our Audience



**STAR
WARS**
THE BLACK SERIES

MARVEL
LEGENDS
S E R I E S



Teenagers & Adults

Expanding Our Audience



MAGIC
The Gathering®



**DUNGEONS
& DRAGONS**



Adult Gaming

Expanding Our Audience

Taboo



TRIVIAL PURSUIT

SCRABBLE
Crossword Game

MONOPOLY



14+

Expanding Our Audience

NERF
RIVAL
PRECISION BATTLING



Brand Blueprint



Executing the Blueprint

Proprietary Consumer Insights

Advanced Data Analytics

Storytelling

Design Innovation

Digital Marketing

Brand Publicity





Consumer Insights & Advanced Data Analytics



Trend Hunters & Data Analysts



audio only



audio only

Consumer Insights & **Advanced Data Analytics**

A woman with dark hair and glasses is looking at a screen. The screen displays various data visualizations, including a line graph at the top right, a pie chart at the bottom left, and a complex circuit-like diagram in the center. The background is a blurred blue and white, suggesting a high-tech or data center environment.

2016 Milestones

#1 in 5 Super Categories

Action Figures
Arts & Crafts
Games/Puzzles
Plush
Outdoor

#1 in December in G9

Largest Growth
in Market Share
and Dollars



G9



Source: NPD group (across G9 markets)



2016 Milestones

#1 in 5 Super Categories
Action Figures
Arts & Crafts
Games/Puzzles
Plush
Outdoor

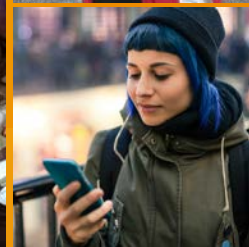
#1 in December in G9

#1 Toy Company in
U.S. in January

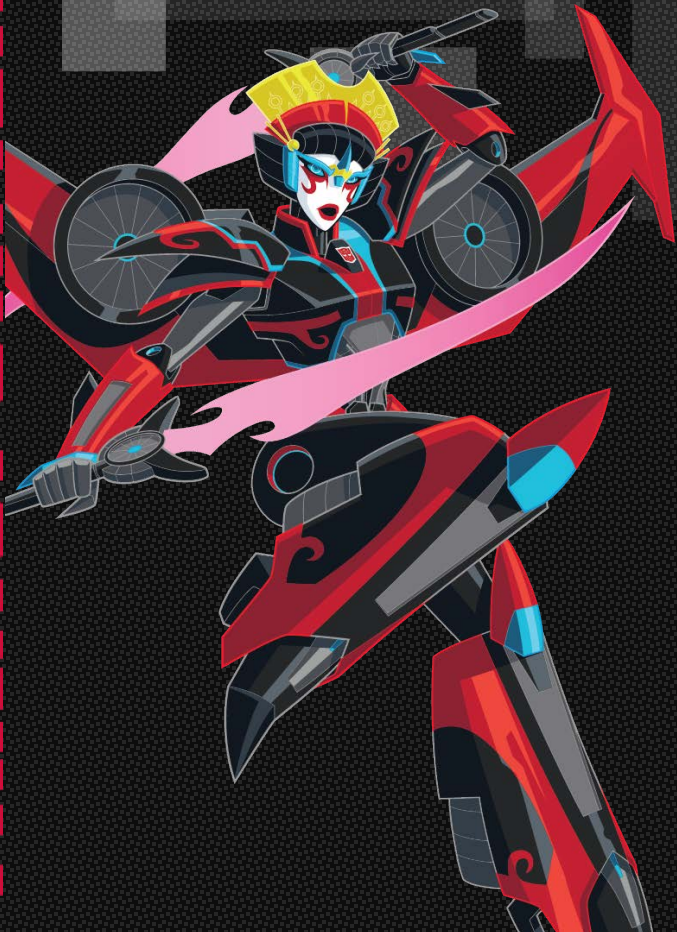
Largest Growth
in Market Share
and Dollars



A young girl with long, straight blonde hair is the central figure. She is wearing a blue denim jacket over a grey long-sleeved shirt. She has her arms crossed and is smiling broadly, showing her teeth. The background is a solid, bright yellow. In the top left corner, there is a large, white, stylized letter 'y'. On the left side, there is a partial view of another girl with blonde hair in a bun, looking towards the left. On the right side, there is a partial view of a boy with dark hair, looking towards the right.



TRANSFORMERS



THIS IS HOW WE PLAY.

NERF



audio only

baby alive

LOVE EVERY MOMENT



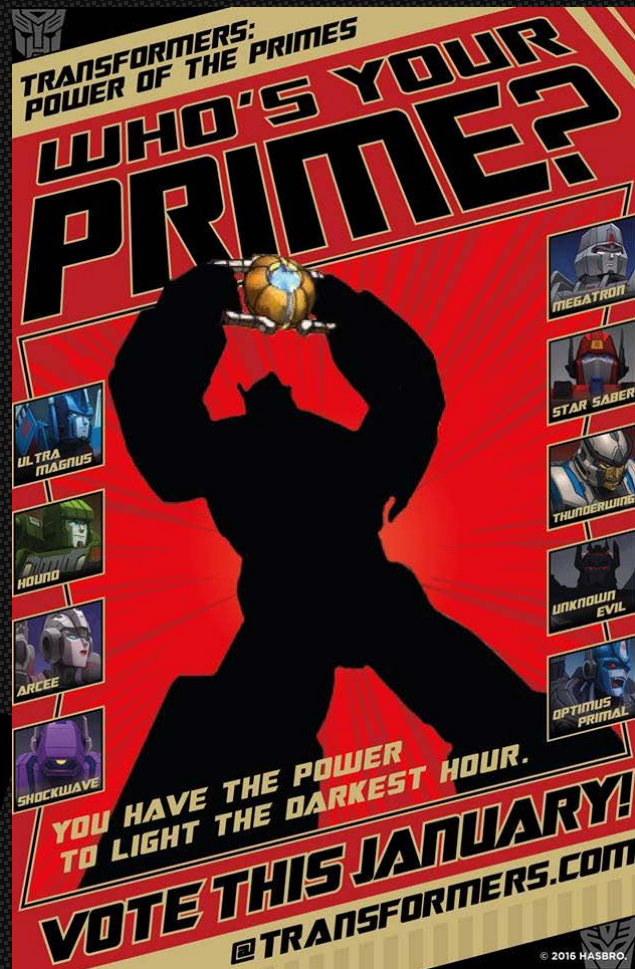


Consumers as Authors



Empowering Fans

POWER OF THE PRIMES
FAN VOTE





MACHINIMA™

TRANSFORMERS COMBINER WARS

#NerfNation



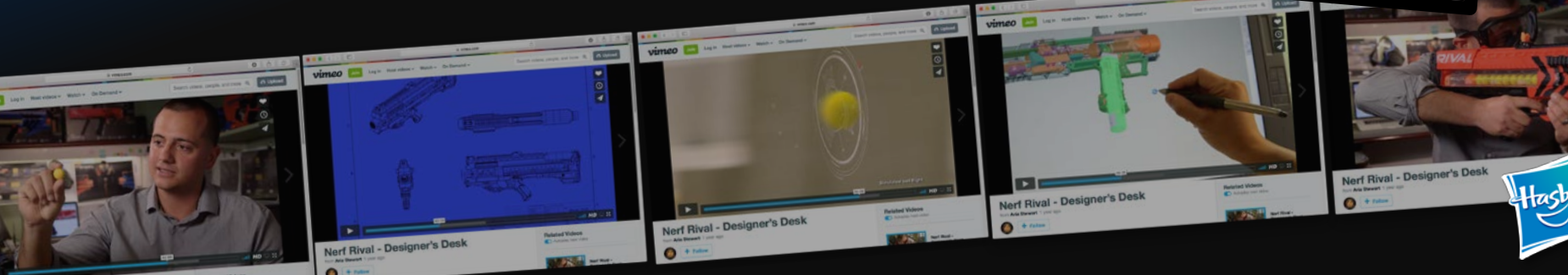
NERF®



YouTube



Nerf Designer Desk Series



Great Media Coverage



TOKEN MADNESS





Passion for Our Brands

Across Demographics





Brand Love





Modern Gaming



Growth Platforms

New gaming
experiences

E-sports



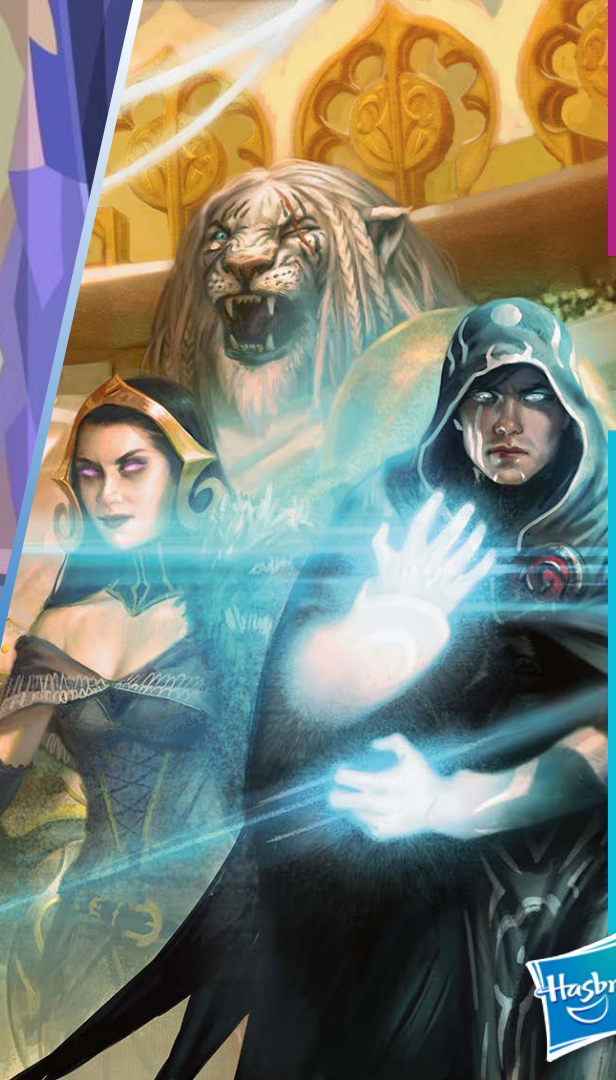


Storytelling



All Formats All Screens





Reimagining & Reinventing

audio only

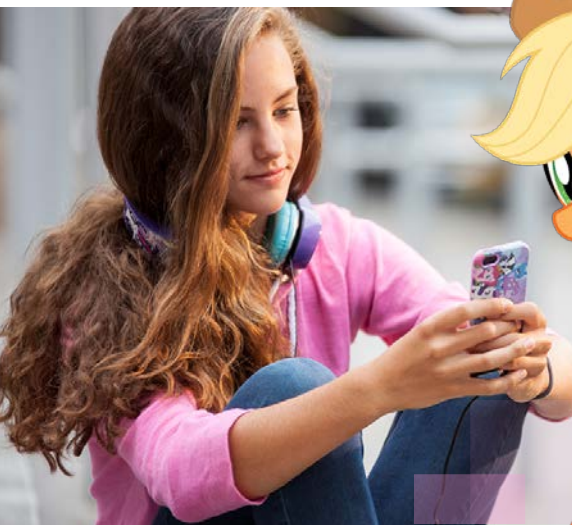


Digital Content





Digital Content





Creating the World's Best Play Experiences



The Late Late Show @latelateshow · 24 May 2016
 Oh, #ChewbaccaMom we just adore you! #LateLateShow bit.ly/22mVJVF



Digital Marketing

Brand Publicity



Things got a bit *messy* during Katy Perry and Orlando Bloom's holiday:
eonli.ne/2hq8d0x



Pop Culture Relevance

MLP: Equestria Girls - Rainbow Dash - "My Past is Not Today" Music Video
Hasbro



**video playing
in room**



Our People

