



Q4/FY 2023 Earnings

February 13, 2024

Supplemental Financial Data



The financial tables accompanying this presentation include non-GAAP financial measures as defined under SEC rules, specifically Adjusted operating profit, Adjusted net earnings and Adjusted net earnings per diluted share, which exclude, where applicable, acquisition and related costs, acquired intangible amortization; Operational Excellence and Blueprint 2.0 implementation charges; and certain non-cash asset impairment charges. Also included in this presentation are the non-GAAP financial measures of EBITDA and Adjusted EBITDA. EBITDA represents net earnings attributable to Hasbro, Inc. excluding interest expense, income tax expense, net earnings (loss) attributable to noncontrolling interests, depreciation and amortization of intangibles. Adjusted EBITDA also excludes Operational Excellence and Blueprint 2.0 implementation charges, certain non-cash asset impairment charges and the impact of stock compensation (including acquisition-related stock expense). As required by SEC rules, we have provided reconciliations on the attached schedules of these measures to the most directly comparable GAAP measure. Management believes that Adjusted net earnings, Adjusted net earnings per diluted share and Adjusted operating profit provide investors with an understanding of the underlying performance of our business absent unusual events. Management believes that EBITDA and Adjusted EBITDA are appropriate measures for evaluating the operating performance of our business because they reflect the resources available for strategic opportunities including, among others, to invest in the business, strengthen the balance sheet and make strategic acquisitions. These non-GAAP measures should be considered in addition to, not as a substitute for, or superior to, net earnings or other measures of financial performance prepared in accordance with GAAP as more fully discussed in our consolidated financial statements and filings with the SEC. As used herein, "GAAP" refers to accounting principles generally accepted in the United States of America.

Safe Harbor



Certain statements in this press release contain “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These statements, which may be identified by the use of forward-looking words or phrases, include statements relating to our business strategies and plans; expectations relating to products, gaming and entertainment; anticipated cost savings; financial targets; dividend declarations and anticipated financial performance for 2024. Our actual actions or results may differ materially from those expected or anticipated in the forward-looking statements due to both known and unknown risks and uncertainties. Factors that might cause such a difference include, but are not limited to:

Factors that might cause such a difference include, but are not limited to:

- our ability to successfully execute on our business strategy and transformation initiatives, including to focus on and scale select business initiatives and brands to drive profitability and to achieve anticipated cost savings;
- our ability to successfully compete in the play industry;
- our ability to transform our business and capabilities to address the changing global consumer landscape;
- our ability to design, develop, manufacture, and ship products on a timely, cost-effective and profitable basis;
- the concentration of our customers, potentially increasing the negative impact to our business of difficulties experienced by any of our customers or changes in their purchasing or selling patterns;
- inflation and downturns in global and regional economic conditions impacting one or more of the markets in which we sell products, which can negatively impact our customers and consumers, result in lower employment levels, consumer disposable income, retailer inventories and spending, including lower spending on purchases of our products;
- risks related to economic and public health conditions or regulatory changes in the markets in which we and our customers, partners, licensees, suppliers and manufacturers operate, such as inflation, rising interest rates, higher commodity prices, labor costs or transportation costs, or outbreaks of illness or disease, the occurrence of which could create work slowdowns, delays or shortages in production or shipment of products, increases in costs or delays in revenue;
- our dependence on third party relationships, including with third party partners, manufacturers, distributors, studios, content producers, licensors, and outsourcers, which creates reliance on others and loss of control;
- risks relating to the concentration of manufacturing for many of our products in the People’s Republic of China and our ability to successfully diversify sourcing of our products to reduce reliance on sources of supply in China;
- risks associated with international operations, such as conflict in territories in which we operate, currency conversion, currency fluctuations, the imposition of tariffs, quotas, shipping delays or difficulties, border adjustment taxes or other protectionist measures, and other challenges in the territories in which we operate;
- the success of our key partner brands, including the ability to secure, maintain and extend agreements with our key partners or the risk of delays, increased costs or difficulties associated with any of our or our partners’
 - planned digital applications or media initiatives;
 - risks related to our leadership changes;
 - our ability to attract and retain talented and diverse employees, particularly following recent workforce reductions;
 - our ability to realize the benefits of cost-savings and efficiency and/or revenue and operating profit enhancing initiatives;
 - risks relating to the impairment and/or write-offs of businesses, products and content we acquire and/or produce;
 - the risk that acquisitions, dispositions and other investments we complete may not provide us with the benefits we expect, or the realization of such benefits may be significantly delayed. We may not achieve a successful or timely sale or license of non-core assets;
 - our ability to protect our assets and intellectual property, including as a result of infringement, theft, misappropriation, cyber-attacks or other acts compromising the integrity of our assets or intellectual property;
 - fluctuations in our business due to seasonality;
 - the risk of product recalls or product liability suits and costs associated with product safety regulations;
 - changes in tax laws or regulations, or the interpretation and application of such laws and regulations, which may cause us to alter tax reserves or make other changes which significantly impact our reported financial results;
 - the impact of litigation or arbitration decisions or settlement actions;
 - the bankruptcy or other lack of success of one or more of our significant retailers, licensees and other partners; and other risks and uncertainties as may be detailed in our public announcements and U.S. Securities and Exchange Commission (“SEC”) filings.

The statements contained herein are based on our current beliefs and expectations. We undertake no obligation to make any revisions to the forward-looking statements contained in this presentation or to update them to reflect events or circumstances occurring after the date of this presentation.

Fourth Quarter Highlights



Wizards of the Coast and Digital Gaming segment grew 7% behind continued strength of Baldur's Gate III and Monopoly Go!

Toy holiday performance in line with expectations with strong performance in FURBY, G.I. JOE and TRANSFORMERS

Adjusted operating loss of \$50M includes \$130M of non-cash charges focused on inventory reduction to reset the business

Closed sale of eOne Film & TV to Lionsgate

\$1,011 million non-cash goodwill and intangible asset charges associated with the sale of eOne & a change in strategy for the balance of our owned and operated production efforts

Favorable impact to EPS from tax planning

	REPORTED	ADJUSTED
Net Revenue	\$1.3B -23%	\$1.3B -23%
Operating Profit (Loss)	(\$1,199M) NM	(\$50M) NM
Net Earnings (Loss)	(\$1,061M) NM	\$52M -71%
Earnings (Loss) Per Share	(\$7.64)	\$0.38
EBITDA	(\$1,141M) NM	\$11M -97%



Full Year Highlights

Full Year revenues down 15% in line with guidance

Full year growth in MAGIC: THE GATHERING, DUNGEONS & DRAGONS & TRANSFORMERS; Strong contribution from launch of FURBY

Adjusted Operating Profit of \$477M includes \$130M of non-cash charges focused on inventory reduction to reset the business

Completed sale of eOne Film & TV assets to Lionsgate

\$1,307 million non-cash goodwill and intangible asset charges associated with the sale of eOne & a change in strategy for the balance of our owned and operated production efforts

Full Year inventory down 51%; below 2019

Favorable impact to EPS from tax planning

	REPORTED	ADJUSTED
Net Revenue	\$5.0B -15%	\$5.0B -15%
Operating Profit	(\$1,539M) NM	\$477M -48%
Net Earnings (Loss)	(\$1,489M) NM	\$349M -44%
Earnings (Loss) Per Share	(\$10.73)	\$2.51
EBITDA	(\$1,312) NM	\$709M -40%



Hasbro's Transformation: Refocus on Play



Execute Blueprint 2.0

Enhance Hasbro's Gaming leadership, both tabletop and digital

Double-down on fewer, bigger brands

Drive new growth through direct to consumer and licensing



Operate with Excellence

Focus on bottom line performance by prioritizing fewer, bigger brands

Deliver Operational Excellence cost savings

Targeting 20% adjusted operating profit margin by 2027



Strengthen Balance Sheet

Invest to drive profitable growth

De-lever Balance Sheet and maintain Investment Grade rating

Return excess cash to shareholders

Fourth Quarter and Full Year 2023



Hasbro Inc. Fourth Quarter 2023 Performance



Q4 2023 Reported Results (\$ millions, except earnings per share)	Wizards of the Coast & Digital Gaming	Consumer Products	Entertainment	Corporate & Other	Hasbro
Revenue	\$363	\$754	\$172	N/A	\$1,289
% vs PY	+7%	-25%	-49%	N/A	-23%
Operating Profit (Loss)	\$103	(\$126)	(\$1,110)	(\$66)	(\$1,199)
Operating Margin %	28.4%	-16.7%	NM	N/A	-93.0%
Q4 2022 Operating Margin %	30.7%	7.8%	7.5%	N/A	-7.5%
Operating Profit (Loss) vs PY	-1%	NM	NM	+80%	NM
Hasbro Net Loss					(\$1,061)
Net Earnings (Loss) vs. PY					NM
Loss Per Share					(\$7.64)
% vs PY					NM



Hasbro Inc. Fourth Quarter 2023 Performance-As Adjusted

Q4 2023 Adjusted Results (\$ millions, except earnings per share)	Wizards of the Coast & Digital Gaming	Consumer Products	Entertainment	Corporate & Other	Hasbro
Revenue	\$363	\$754	\$172	N/A	\$1,289
% vs PY	+7%	-25%	-49%	N/A	-23%
Operating Profit (Loss)	\$103	(\$115)	(\$31)	(\$7)	(\$50)
Operating Margin %	28.4%	-15.3%	-17.9%	N/A	-3.9%
Q4 2022 Operating Margin %	30.7%	10.2%	9.8%	N/A	16.0%
Operating Profit (Loss) vs PY	-1%	NM	NM	NM	NM
Hasbro Net Earnings					\$52
Net Earnings vs PY					-71%
Diluted Earnings Per Share					\$0.38
% vs PY					-71%

As adjusted figures are non-GAAP financial measures. A reconciliation of non-GAAP financial measures can be found on slides 31-40.



Hasbro Inc. Full Year 2023 Performance

FY 2023 Reported Results (\$ millions, except earnings per share)	Wizards of the Coast & Digital Gaming	Consumer Products	Entertainment	Corporate & Other	Hasbro
Revenue	\$1,458	\$2,886	\$659	N/A	\$5,003
% vs PY	+10%	-19%	-31%	N/A	-15%
Operating Profit (Loss)	\$526	(\$65)	(\$1,912)	(\$88)	(\$1,539)
Operating Margin %	36.1%	-2.2%	NM	N/A	-30.8%
FY 2022 Operating Margin %	40.6%	6.1%	2.4%	N/A	7.0%
Operating Profit (Loss) vs PY	-2%	NM	NM	+76%	NM
Hasbro Net Loss					(\$1,489)
Net Earnings (Loss) vs. PY					NM
Loss Per Share					(\$10.73)
% vs PY					NM



Hasbro Inc. Full Year 2023 Performance-As Adjusted

FY 2023 Adjusted Results (\$ millions, except earnings per share)	Wizards of the Coast & Digital Gaming	Consumer Products	Entertainment	Corporate & Other	Hasbro
Revenue	\$1,458	\$2,886	\$659	N/A	\$5,003
% vs PY	+10%	-19%	-31%	N/A	-15%
Operating Profit (Loss)	\$526	(\$21)	(\$46)	\$18	\$477
Operating Margin %	36.1%	-0.7%	-7.0%	N/A	9.5%
FY 2022 Operating Margin %	40.6%	7.6%	8.6%	N/A	15.8%
Operating Profit (Loss) vs PY	-2%	NM	NM	-43%	-48%
Hasbro Net Earnings					\$349
Net Earnings vs PY					-44%
Diluted Earnings Per Share					\$2.51
% vs PY					-44%

As adjusted figures are non-GAAP financial measures. A reconciliation of non-GAAP financial measures can be found on slides 34-40.



Brand Portfolio Performance

Net Revenue by Brand Portfolio

(\$ millions)	Q4 2023	Q4 2022	% Change	FY 2023	FY 2022	% Change
Franchise Brands	\$844	\$935	-10%	\$3,257	\$3,351	-3%
Partner Brands	\$154	\$276	-44%	\$688	\$1,052	-35%
Portfolio Brands	\$152	\$168	-9%	\$521	\$625	-17%
Non-Hasbro Branded Film & TV	\$139	\$300	-54%	\$538	\$829	-35%
Total	\$1,289	\$1,678	-23%	\$5,003	\$5,857	-15%

Amounts may not sum due to rounding

Q4 and Full Year 2023 Brand Category Highlights

Franchise Brands

Fourth quarter and full year growth in DUNGEONS & DRAGONS (+54% and +76%, respectively). Full year growth in TRANSFORMERS (+25%) and MAGIC: THE GATHERING (+2%) more than offset by declines in other brands.

Partner Brands

Comping strong 2022 entertainment slate

Portfolio Brands

Focusing on fewer brands; FURBY and G.I JOE performed well in both periods

Non-Hasbro Branded Film & TV

Impact from industry strikes and non-core businesses exited in late 2022



Hasbro Full Year 2023 Share in Focus Categories

Focus Categories – FY 2023

Focus Category	Hasbro Share Change	Hasbro Share	Hasbro Position
Action Figures & Accessories	▲ +0.5 pts	23.4%	1
Arts & Crafts	▲ +0.9pts	19.6%	1
Games	▼ -0.7 pts	15.6%	2
Preschool Toys	▼ -0.5 pts	5.3%	6
Blasters/Shooters & Accessories	▲ +0.9 pts	50.5%	1

Action Figures & Accessories
TRANSFORMERS POS growth for the full year

Arts & Crafts

Full year growth in PLAY-DOH POS

Games*

HASBRO GAMING POS up for the full year; MONOPOLY POS increased for the FY

Preschool Toys

PEPPA PIG POS up for the full year

*Category does not reflect majority of MAGIC: THE GATHERING or DUNGEONS & DRAGONS

Share data includes products manufactured by Hasbro only. Source: Circana/Retail Tracking Service/G10 (US,CA,BR,MX,UK,FR,GE,SP,IT,AU)/Supercategories (Action Figures & Accessories, Arts & Crafts), Segments (Games, Preschool Toys), Class (Blasters/Shooters & Accessories)/Jan - Dec 2022 & Jan - Dec 2023/Projected USD

Q4 2023 Operating Margin Performance



As Reported Operating Profit Margin Drivers

(\$ millions)

Q4 2022 Op Profit Margin	-7.5%	(\$126)
Volume & Mix*	-12.3 pts	(\$130)
Royalties	-1.8 pts	(\$24)
COS Savings > Cost Inflation*	-7.8 pts	(\$101)
Operating Expenses	-1.6 pts	(\$20)
Investments: A&P, Key Initiatives	-1.2 pts	(\$15)
All Other: Impairment, Program Amortization and Divestitures	-60.8 pts	(\$783)
Q4 2023 Op Profit Margin	-93.0%	(\$1,199)

Adjusted Operating Profit Margin Drivers

(\$ millions)

Q4 2022 Op Profit Margin (Adjusted)	16.0%	\$269
Volume & Mix*	-5.3pts	(\$130)
Royalties	-1.8 pts	(\$24)
COS Savings > Cost Inflation*	-7.8 pts	(\$101)
Operating Expenses	-1.6 pts	(\$20)
Investments: A&P, Key Initiatives	-1.2 pts	(\$15)
All Other: Program Amortization and Divestitures	-2.3 pts	(\$29)
Q4 2023 Op Profit Margin (Adjusted)	-3.9%	(\$50)

Amounts may not sum due to rounding

*Volume/Mix represents gross sales volume impact to operating profit and impact of mix on net sales. Royalties, COS, A&P and Program Amortization are calculated on a volume-adjusted basis. COS Savings > Cost Inflation is defined as the cost of goods savings from our Operational Excellence program is greater than the cost of goods inflation.

As Adjusted figures are non-GAAP financial measures. A reconciliation of non-GAAP financial measures can be found on slide 37-38.

FY 2023 Operating Margin Performance



As Reported Operating Profit Margin Drivers

(\$ millions)

FY 2022 Op Profit Margin	7.0%	\$408
Volume & Mix*	-4.5 pts	(\$285)
Royalties	-0.9 pts	(\$46)
COS Savings > Cost Inflation*	-1.1 pts	(\$56)
Operating Expenses	+0.8 pts	\$38
Investments: A&P, Key Initiatives	-0.9 pts	(\$43)
All Other: Impairment, Divestiture and Program Amortization	-31.0 pts	(\$1,554)
FY 2023 Op Profit Margin	-30.8%	(\$1,539)

Adjusted Operating Profit Margin Drivers

(\$ millions)

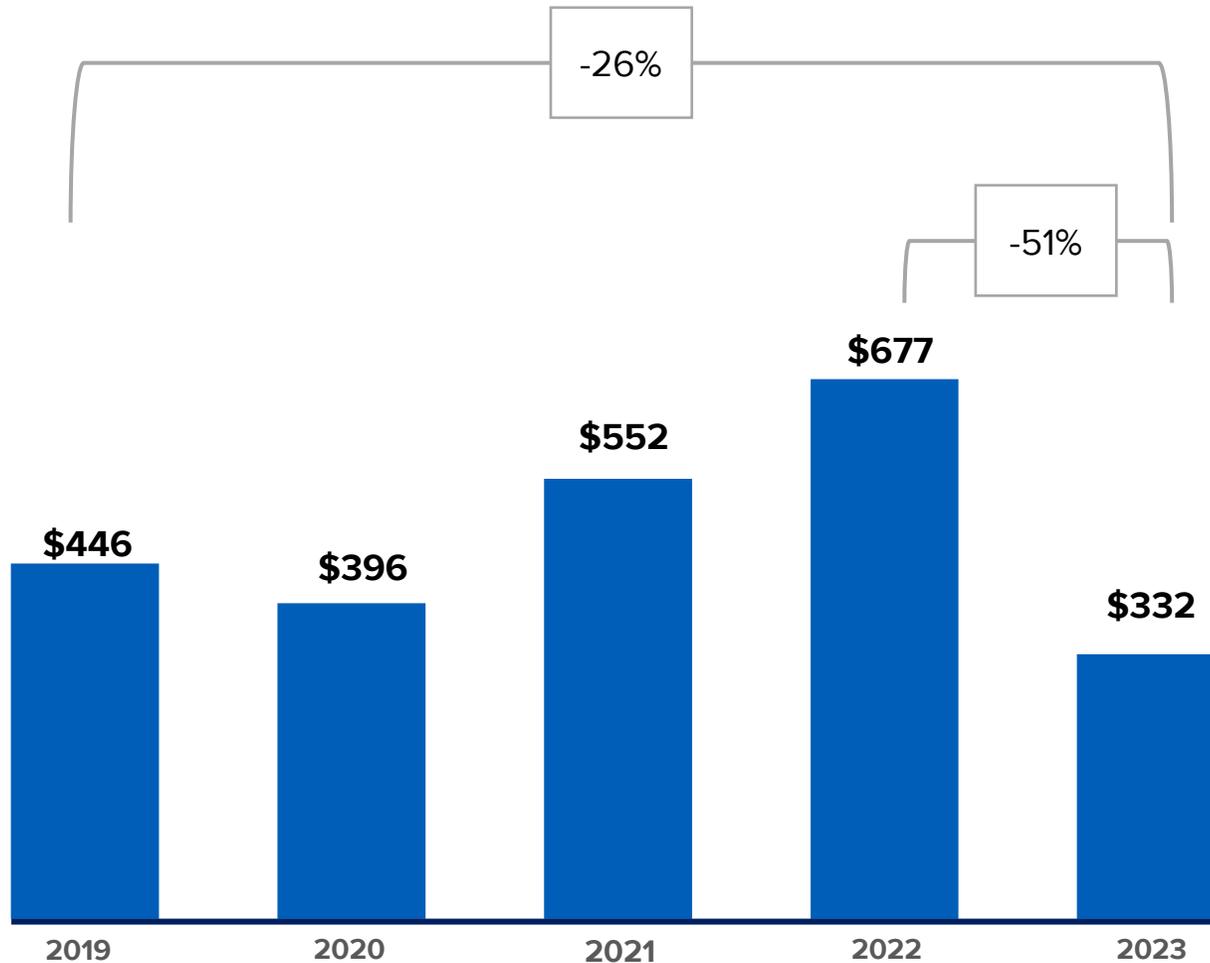
FY 2022 Op Profit Margin (Adjusted)	15.8%	\$923
Volume & Mix*	-3.1 pts	(\$285)
Royalties	-0.9 pts	(\$46)
COS Savings > Cost Inflation*	-1.1 pts	(\$56)
Operating Expenses	+0.8 pts	\$38
Investments: A&P, Key Initiatives	-0.9 pts	(\$43)
All Other: Impairment, Divestiture and Program Amortization	-1.0 pts	(\$54)
FY 2023 Op Profit Margin (Adjusted)	9.5%	\$477

*Volume/Mix represents gross sales volume impact to operating profit and impact of mix on net sales. Royalties, COS, A&P and Program Amortization are calculated on a volume-adjusted basis. COS Savings > Cost Inflation is defined as the cost of goods savings from our Operational Excellence program is greater than the cost of goods inflation.

As Adjusted figures are non-GAAP financial measures. A reconciliation of non-GAAP financial measures can be found on slide 37-38.



Total Hasbro Owned Inventory Reduction



Total inventory down 51% vs. 2022 improving overall network health

- CP down 56%
- Wizards down 30%

Total non-recurring charge of \$130M taken in Q4

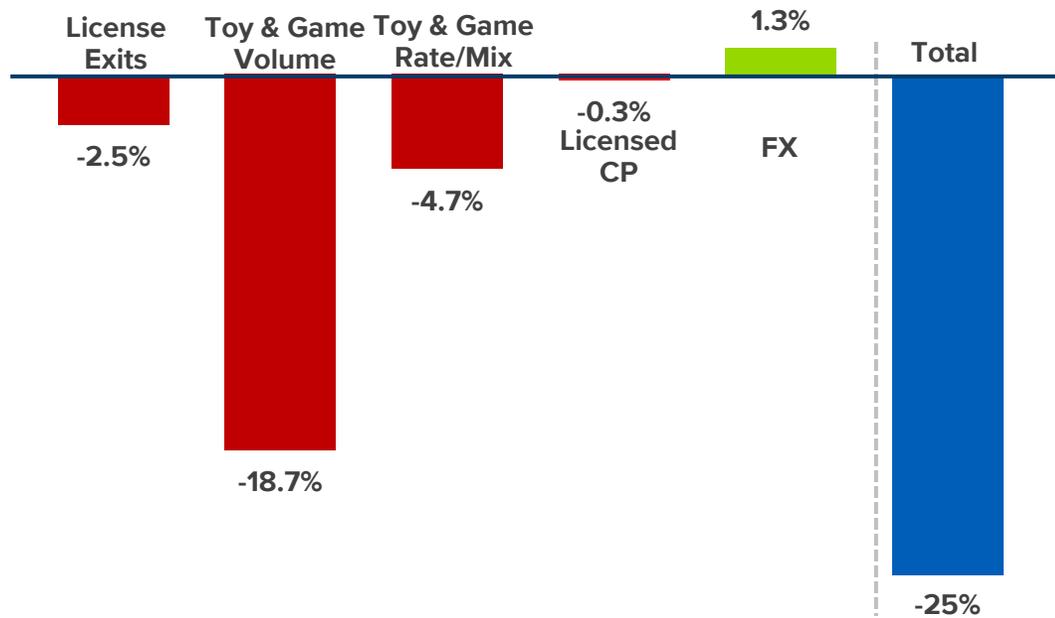
Retail inventory down ~20%

Reduced complexity by eliminating over 50% of duplicative & unprofitable SKU's

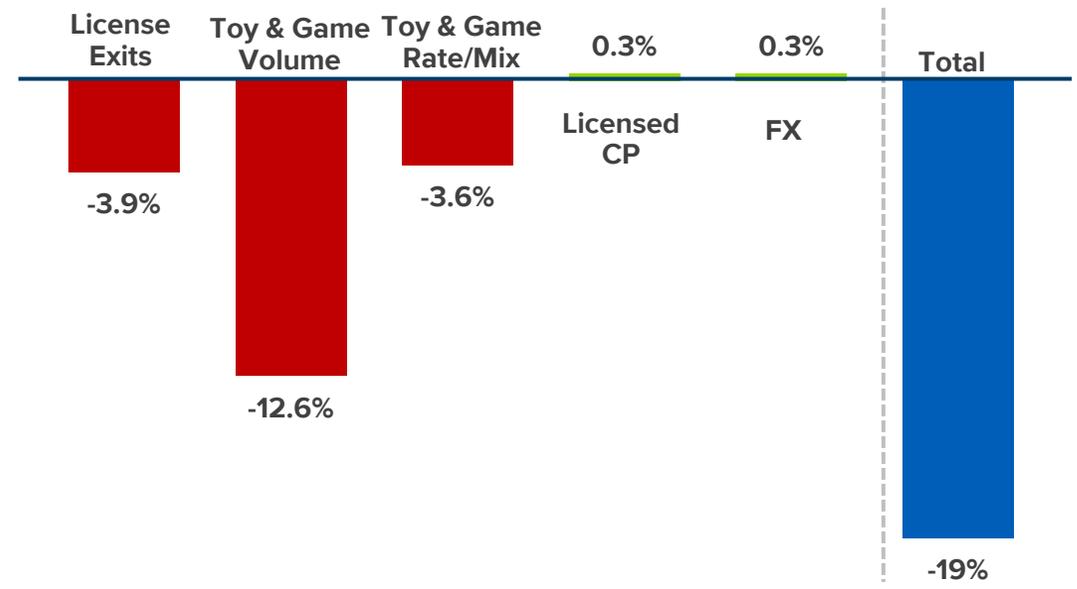


Consumer Products Performance

Q4 2023 Revenue Bridge



FY 2023 Revenue Bridge



Key Business Drivers

Revenue impacted by business exits, category trends and inventory management

Full year POS down mid-single digits when adjusted for exited licenses

Strong year for TRANSFORMERS; FURBY and G.I. JOE performed well

Full Year Margin Commentary

Operating Margin -2.2% vs. 6.1% LY; Adjusted Operating Margin of -0.7% vs. 7.6% LY

(-) Intentional actions to clear inventory

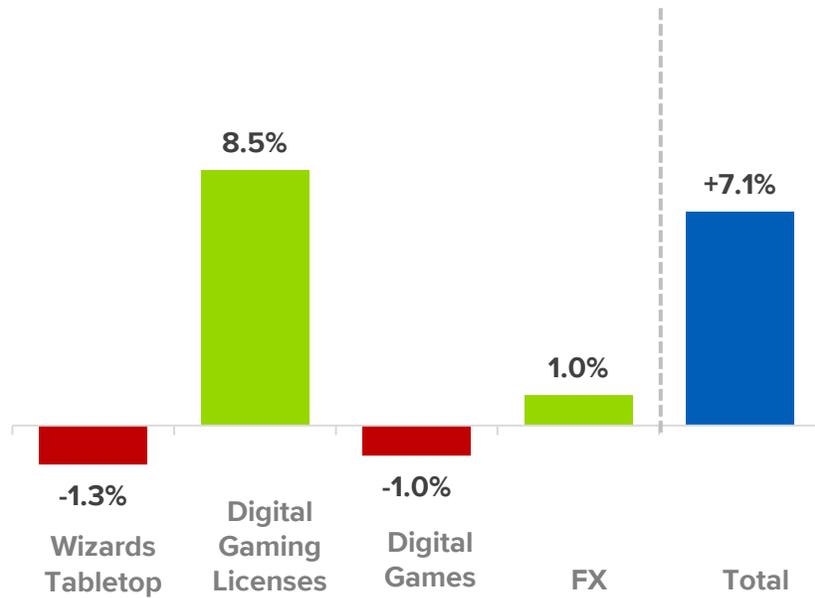
(-) Increased obsolescence

(-) Lower volume; fixed cost de-leverage

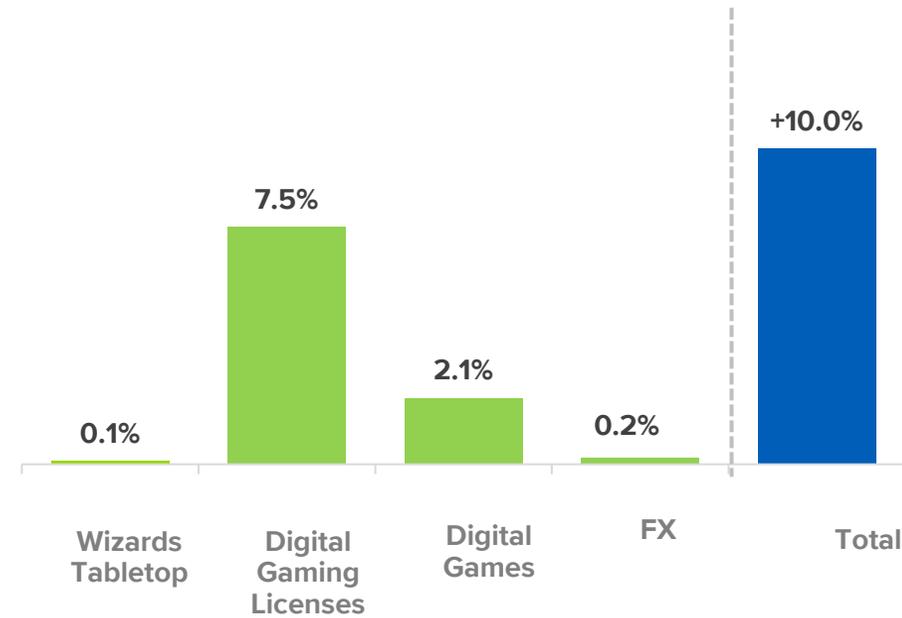
Wizards of the Coast & Digital Gaming Segment Performance



Q4 2023 Revenue Bridge



FY 2023 Revenue Bridge



Key Business Drivers

Full year growth in MAGIC: THE GATHERING and DUNGEONS & DRAGONS

Continued contributions from *Baldur's Gate III* and *Monopoly Go!*

Growth in MAGIC: THE GATHERING tabletop revenues offset by declines in DUNGEONS & DRAGONS ahead of 5th edition release

Full Year Margin Commentary

Total Operating Margin of 36.1% vs. 40.6% LY

(+) High profit digital licensing revenues

(-) Higher royalties from Universes Beyond

(-) Investments in MagicCon, talent & infrastructure

FY 2023 Entertainment Segment Financials



\$ Millions; Unaudited Financials

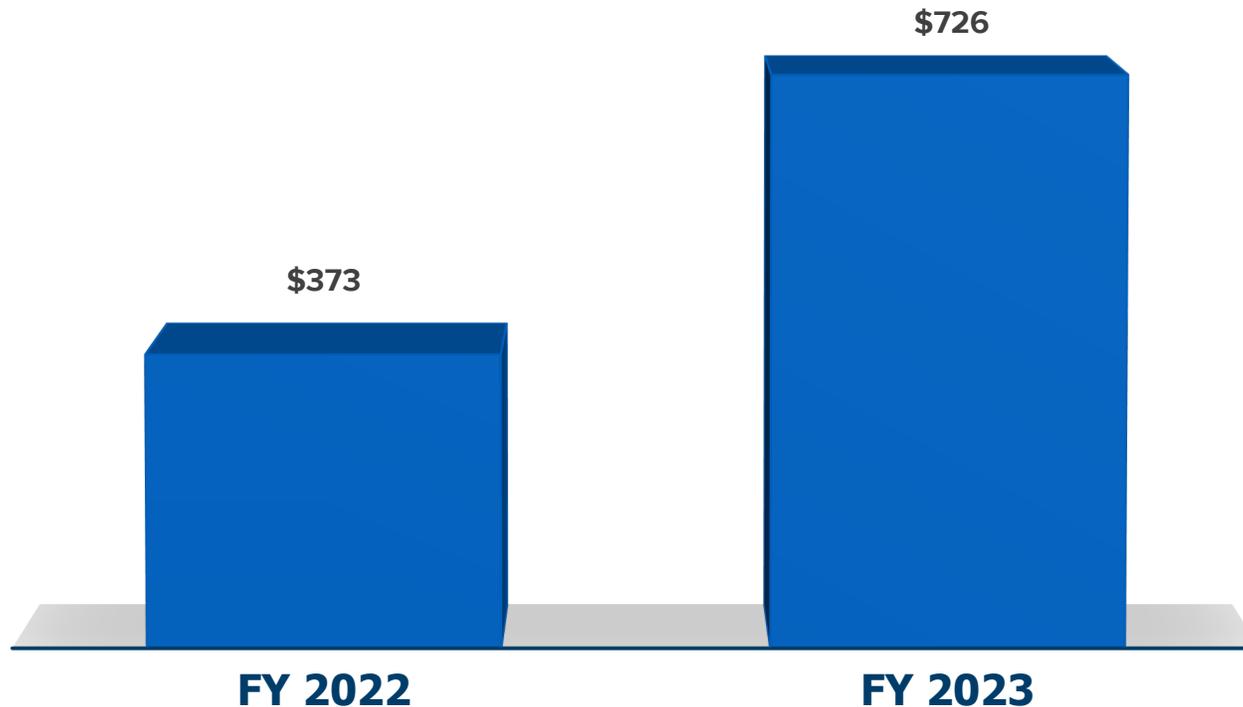
	Divested Film & TV Assets	Hasbro Entertainment (Remain Co)	Total Entertainment Segment
Revenue	\$573M	\$86M	\$659M
% vs. LY	-30%	-34%	-31%
Operating Profit (Loss)	(\$836M)	(\$1,075M)	(\$1,912M)
Adjusted Operating Profit (Loss)	(\$40M)	(\$6M)	(\$46M)
% of Revenue	-7%	-7%	-7%

As adjusted figures are non-GAAP financial measures. A reconciliation of non-GAAP financial measures can be found on slides 34-38. This includes among other items; Non-cash Goodwill and Asset impairment charges of \$1,307.2 (\$1,278.2 after-tax) for the full year ended December 31, 2023, respectively, related to the goodwill impairment of Film & TV and Family Brands as well as the impairment of certain definite-lived intangibles and the Loss on disposal of a business of \$539.0 (\$419.7 after-tax) for the full year ended December 31, 2023 related to the sale of the eOne Film and TV business not directly supporting the Company's Entertainment Strategy. These charges are included within the Entertainment segment.

Total Hasbro, Inc. Cash Flow and Metrics



Operating Cash Flow



(\$millions)

Other 2023 Highlights

- Reduced debt by \$506M FY 2023, including all variable debt
- Adjusted Underlying FY Tax Rate of 27.9% vs. 21.8% prior year
- Total working capital improvement of \$350M primarily driven by inventory reduction
- Additional Interest Expense of \$46M in Q4 and \$186M FY; elimination of variable debt will save \$13.5M in interest in 2024
- Returned \$388M cash to shareholders via dividends FY 2023

2024 Guidance



2024 Headlines:

- CP Revenue outlook impacted by business exits and industry outlook
- WOTC Revenue decline in back-half driven by strong digital game comparison
- Pro-forma Entertainment Segment down \$15M; OP margin approximately 60%
- OP margin expansion driven by favorable mix, supply chain productivity and cost reductions
- Assumed tax rate of 24%

**Wizards of the Coast &
Digital Gaming**

**-3 to -5%
Revenue Decline**

**38 to 40%
OP Margin**

Consumer Products

**-7 to -12%
Revenue Decline**

**4 to 6%
OP Margin**

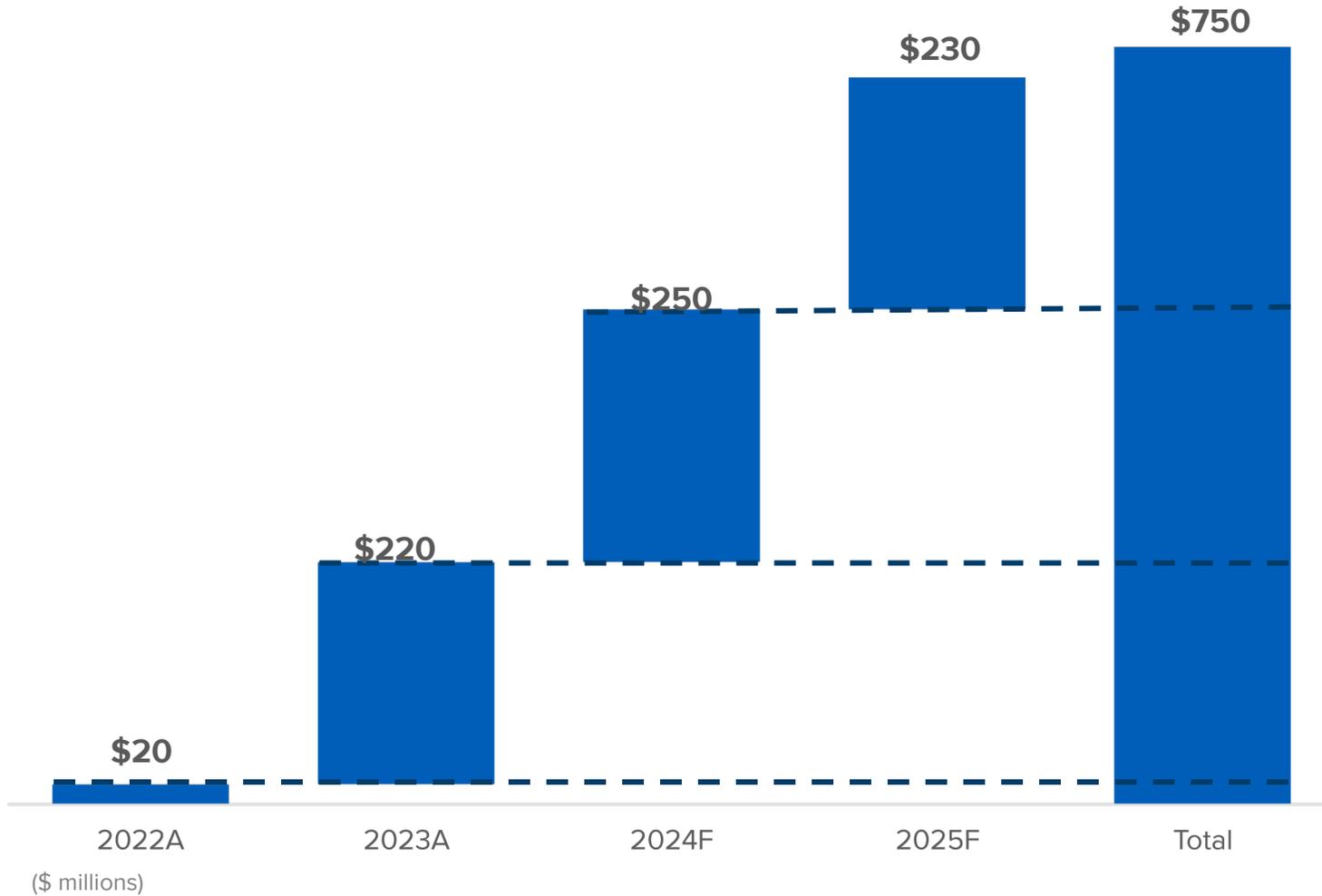
Total Hasbro, Inc Adj. EBITDA: \$925M to \$1B

The Company is not able to reconcile its forward-looking non-GAAP adjusted operating profit margin and adjusted EBITDA measures because the Company cannot predict with certainty the timing and amounts of discrete items such as charges associated with its cost-savings program, which could impact GAAP results. Guidance does not reflect the announced sale of select entertainment assets. The Company plans to update its outlook upon completion of the transaction



Operational Excellence Program

Cumulative Gross Cost Savings



- Mid-term gross savings target
 - Increased to \$750M from \$350–\$400M
- Expect approximately ~50% of gross savings to flow through to bottom line
- \$83M cost to achieve as of year end 2023



Supplemental Financial Information



Hasbro Q4 Share in Focus Categories

Focus Categories – Q4 2023

Focus Category	Hasbro Share Change	Hasbro Share	Hasbro Position
Action Figures & Accessories	▼ -0.3 pts	22.9%	1
Arts & Crafts	▲ +1.0pts	19.5%	1
Games	▼ -0.6 pts	16.9%	1
Preschool Toys	▼ -0.8 pts	4.7%	6
Blasters/Shooters & Accessories	▲ +0.4 pts	52.0%	1

Action Figures & Accessories

TRANSFORMERS POS growth in the quarter

Arts & Crafts

Fourth quarter growth in PLAY-DOH POS

Preschool Toys

PEPPA PIG POS down in Q4

Games*

HASBRO GAMING POS flat for the quarter

*Category does not reflect majority of MAGIC: THE GATHERING or DUNGEONS & DRAGONS

Share data includes products manufactured by Hasbro only. Source: Circana/Retail Tracking Service/G10 (US,CA,BR,MX,UK,FR,GE,SP,IT,AU)/Supercategories (Action Figures & Accessories, Arts & Crafts), Segments (Games, Preschool Toys), Class (Blasters/Shooters & Accessories)/Oct - Dec 2022 & Oct - Dec 2023/Projected USD



Condensed Consolidated Balance Sheets

(Unaudited)
(Millions of Dollars)

	December 31, 2023	December 25, 2022
ASSETS		
Cash and Cash Equivalents	\$ 545.4	\$ 513.1
Accounts Receivable, Net	1,029.3	1,132.4
Inventories	332.0	676.8
Prepaid Expenses and Other Current Assets	416.9	676.8
Total Current Assets	2,323.6	2,999.1
Property, Plant and Equipment, Net	488.6	422.8
Goodwill	2,279.2	3,470.1
Other Intangible Assets, Net	587.5	814.6
Other Assets	862.0	1,589.3
Total Assets	<u>\$ 6,540.9</u>	<u>\$ 9,295.9</u>
LIABILITIES, NONCONTROLLING INTERESTS AND SHAREHOLDERS' EQUITY		
Short-Term Borrowings	\$ —	\$ 142.4
Current Portion of Long-Term Debt	500.0	113.2
Accounts Payable and Accrued Liabilities	1,556.4	1,934.1
Total Current Liabilities	2,056.4	2,189.7
Long-Term Debt	2,965.8	3,711.2
Other Liabilities	431.7	533.1
Total Liabilities	5,453.9	6,434.0
Total Shareholders' Equity	1,087.0	2,861.9
Total Liabilities, Noncontrolling Interests and Shareholders' Equity	<u>\$ 6,540.9</u>	<u>\$ 9,295.9</u>

⁽¹⁾ Amounts may not sum due to rounding

Condensed Statements of Operations



(Unaudited)

(Millions of Dollars and Shares Except Per Share Data)

	Quarter Ended				Year Ended			
	December 31, 2023	% Net Revenues	December 25, 2022	% Net Revenues	December 31, 2023	% Net Revenues	December 25, 2022	% Net Revenues
Net Revenues	\$ 1,288.9	100.0%	\$ 1,678.5	100.0%	\$ 5,003.3	100.0%	\$ 5,856.7	100.0%
Costs and Expenses:								
Cost of Sales	574.0	44.5%	580.6	34.6%	1,706.0	34.1%	1,911.8	32.6%
Program Cost Amortization	123.6	9.6%	189.8	11.3%	448.9	9.0%	555.5	9.5%
Royalties	132.5	10.3%	157.7	9.4%	428.3	8.6%	493.0	8.4%
Product Development	74.5	5.8%	76.7	4.6%	306.9	6.1%	307.9	5.3%
Advertising	108.6	8.4%	110.3	6.6%	358.4	7.2%	387.3	6.6%
Amortization of Intangibles	17.9	1.4%	24.1	1.4%	83.0	1.7%	105.3	1.8%
Selling, Distribution and Administration	430.4	33.4%	686.0	39.7%	1,480.4	29.6%	1,686.1	28.4%
Impairment of Goodwill	980.0	74.5%	—	0.0%	1,191.2	23.8%	—	0.0%
Loss on Disposal of Business	66.0	5.1%	(1.0)	-0.1%	539.0	10.8%	22.1	0.4%
Operating Profit (Loss)	(1,198.6)	-93.0%	(125.7)	-7.5%	(1,538.8)	-30.8%	407.7	7.0%
Interest Expense	46.3	3.6%	45.8	2.7%	186.3	3.7%	171.0	2.9%
Other Expense (Income), Net	0.3	0.0%	(7.3)	-0.4%	(16.0)	-0.3%	(24.8)	-0.4%
Earnings (Loss) before Income Taxes	(1,245.2)	-96.6%	(164.2)	-9.8%	(1,709.1)	-34.2%	281.5	4.5%
Income Tax Expense (Benefit)	(184.4)	-14.3%	(35.6)	-2.1%	(221.3)	-4.4%	58.5	1.0%
Net Earnings (Loss)	(1,060.8)	-82.3%	(128.6)	-7.7%	(1,487.8)	-29.7%	203.0	3.5%
Net Earnings (Loss) Attributable to Noncontrolling Interests	0.3	0.0%	0.3	0.0%	1.5	0.0%	(0.5)	0.0%
Net Earnings (Loss) Attributable to Hasbro, Inc.	\$ (1,061.1)	-82.3%	\$ (128.9)	-7.7%	\$ (1,489.3)	-29.8%	\$ 203.5	3.5%
Per Common Share								
Net Earnings (Loss)								
Basic	\$ (7.64)		\$ (0.93)		\$ (10.73)		\$ 1.47	
Diluted	\$ (7.64)		\$ (0.93)		\$ (10.73)		\$ 1.46	
Cash Dividends Declared	\$ 0.70		\$ 0.70		\$ 2.80		\$ 2.80	
Weighted Average Number of Shares								
Basic	138.9		138.3		138.8		138.7	
Diluted	139.1		138.5		139.0		138.9	

⁽¹⁾ Amounts may not sum due to rounding

(MILLIONS OF DOLLARS) (UNAUDITED)

Condensed Consolidated Cash Flows



(Unaudited)
(Millions of Dollars)

	Year Ended	
	December 31, 2023	December 25, 2022
Cash Flows from Operating Activities:		
Net Earnings (Loss)	\$ (1,487.8)	\$ 203.0
Impairment of Goodwill	1,191.2	—
Loss on Disposal of Business	539.0	22.1
Other Non-Cash Adjustments	689.6	1,070.8
Changes in Operating Assets and Liabilities	(206.4)	(923.0)
Net Cash Provided by Operating Activities	725.6	372.9
Cash Flows from Investing Activities:		
Additions to Property, Plant and Equipment	(209.3)	(174.2)
Investments and Acquisitions	—	(146.3)
Proceeds from Sale of Business, Net of Cash	329.6	—
Other	(2.7)	7.5
Net Cash Provided (Utilized) by Investing Activities	117.6	(313.0)
Cash Flows from Financing Activities:		
Proceeds from Long-Term Debt	2.6	3.8
Repayments of Long-Term Debt	(359.6)	(206.0)
Net (Repayments of) Proceeds from Short-Term Borrowings	(41.6)	141.7
Purchases of Common Stock	—	(125.0)
Stock-Based Compensation Transactions	—	74.2
Dividends Paid	(388.0)	(385.3)
Payments Related to Tax Withholding for Share-Based Compensation	(16.8)	(24.0)
Other	(14.7)	(32.7)
Net Cash Utilized by Financing Activities	(818.1)	(553.3)
Effect of Exchange Rate Changes on Cash	7.2	(12.7)
Net Increase (Decrease) in Cash and Cash Equivalents	32.3	(506.1)
Cash and Cash Equivalents at Beginning of Year	513.1	1,019.2
Cash and Cash Equivalents at End of Year	\$ 545.4	\$ 513.1

⁽¹⁾ Amounts may not sum due to rounding



Fourth Quarter 2023 Major Expense Items

	Q4 2023	Q4 2023 Adjusted*	Q4 2022	Q4 2022 Adjusted*	% CHANGE Adjusted* YOY	Q4 2023 Adjusted* % OF REVENUE	NOTES Below exclude non-GAAP adjustments
Cost of Sales	\$574	\$574	\$581	\$566	+2%	44.5%	Increased obsolescence in Consumer Products and to a lesser extent Wizards of the Coast
Program Production Cost Amortization	\$124	\$124	\$190	\$189	-35%	9.6%	Decrease inline with lower deliveries
Royalties	\$133	\$133	\$158	\$158	-16%	10.3%	Lower Partner Brands revenues, in part due to exited licenses partially offset by Universe Beyond
Product Development	\$75	\$75	\$77	\$77	-3%	5.8%	Decrease due to cost savings associated with Operational Excellence Program
Advertising	\$109	\$109	\$110	\$110	-2%	8.4%	Advertising spend consistent year over year
Selling, Distribution & Administration	\$430	\$321	\$666	\$302	+6%	24.9%	Increase driven by bonus and stock compensation expense, partially offset by savings from Operational Excellence program

*The As Adjusted figures are non-GAAP financial measures. A reconciliation of non-GAAP financial measures can be found on slide x.



Full Year 2023 Major Expense Items

	Full Year 2023	Full Year 2023 Adjusted*	Full Year 2022	Full Year 2022 Adjusted*	% CHANGE Adjusted* YOY	Full Year 2023 Adjusted* % OF REVENUE	NOTES Below exclude non-GAAP adjustments
Cost of Sales	\$1,706	\$1,706	\$1,912	\$1,897	-10%	34.1%	Decline due to closeouts and obsolescence within Consumer Products segment partially offset by product mix
Program Production Cost Amortization	\$449	\$449	\$556	\$551	-19%	9.0%	Impact of D&D movie offset by reduction in program amortization due to industry strikes
Royalties	\$428	\$428	\$493	\$493	-13%	8.6%	Decline due to exited licenses within Consumer Products partially offset by <i>Universes Beyond</i> with Wizards & Digital Gaming
Product Development	\$307	\$307	\$308	\$308	-	6.1%	Slight increase due to higher product development costs within Wizards
Advertising	\$358	\$358	\$387	\$387	-8%	7.2%	Aligning spend with current demand
Selling, Distribution & Administration	\$1,480	\$1,258	\$1,666	\$1,264	-1%	25.1%	Lower costs due to Operational Excellence Program; investments in Wizards and global brands

*The As Adjusted figures are non-GAAP financial measures. A reconciliation of non-GAAP financial measures can be found on slide 40.



Key Cash Flow and Balance Sheet Data

\$ Millions, unaudited	YTD 2023	YTD 2022	NOTES
Cash	\$545	\$513	
Long-term Debt	\$2,966	\$3,711	Reduced debt by \$506M in FY 2023
Depreciation	\$128	\$127	FY 2023 depreciation target in line with FY 2022
Amortization of Intangibles	\$83	\$105	Reflects POWER RANGERS impairment charge in Q4 2022: classification of eOne Film and TV library assets as held for sale in Q3 2023; full amortization of certain acquired IP in Q1 2023 and the addition of <i>D&D Beyond</i> in Q2 2022
Program Spend, net	\$408	\$768	Declines related to lower deliveries resulting from the ongoing industry strikes and sale of eOne Film and TV
Capital Expenditures	\$209	\$174	Increase due to investments in digital gaming, tooling and establishing a new office for Wizards of the Coast
Dividends Paid	\$388	\$385	\$0.70 per share quarterly dividend paid in Q4 2023; Next dividend payable May 15, 2024
Share Repurchase	-	\$125	Plan to increase repurchases in future years
Operating Cash Flow	\$726	\$373	Improvement in NWC
Accounts Receivable	\$1,029	\$1,132	9% YOY decrease; DSO 73 days, up 12 days
Inventory	\$332	\$677	51% YOY decrease driven by 56% decline in Consumer Products

(UNAUDITED) (MILLIONS OF DOLLARS)



Segment Results-As Reported and As Adjusted-Q4 2023

(Unaudited)

(Millions of Dollars)

Operating Results

	Quarter Ended December 31, 2023			Quarter Ended December 25, 2022			% Change
	As Reported	Non-GAAP Adjustments	Adjusted	As Reported	Non-GAAP Adjustments	Adjusted	
Total Company Results							
External Net Revenues ⁽¹⁾	\$ 1,288.9	\$ —	\$ 1,288.9	\$ 1,678.5	\$ —	\$ 1,678.5	-23%
Operating Profit (Loss)	(1,198.6)	1,148.5	(50.1)	(125.7)	394.9	269.2	>-100%
Operating Margin	-93.0%	89.1%	-3.9%	-7.5%	23.5%	16.0%	
Segment Results							
<u>Consumer Products:</u>							
External Net Revenues ⁽²⁾	\$ 753.9	\$ —	\$ 753.9	\$ 1,004.7	\$ —	\$ 1,004.7	-25%
Operating Profit (Loss)	(126.2)	11.0	(115.2)	78.4	23.7	102.1	>-100%
Operating Margin	-16.7%	1.5%	-15.3%	7.8%	2.4%	10.2%	
<u>Wizards of the Coast and Digital Gaming:</u>							
External Net Revenues ⁽³⁾	\$ 363.2	\$ —	\$ 363.2	\$ 339.0	\$ —	\$ 339.0	7%
Operating Profit	103.2	—	103.2	104.1	—	104.1	-1%
Operating Margin	28.4%	—	28.4%	30.7%	—	30.7%	
<u>Entertainment:</u>							
External Net Revenues ⁽⁴⁾	\$ 171.8	\$ —	\$ 171.8	\$ 334.8	\$ —	\$ 334.8	-49%
Operating Profit (Loss)	(1,110.1)	1,079.3	(30.8)	25.1	7.6	32.7	>-100%
Operating Margin	>-100%	>100%	-17.9%	7.5%	2.3%	9.8%	
<u>Corporate and Other:</u>							
Operating Profit (Loss)	\$ (65.5)	\$ 58.2	\$ (7.3)	\$ (333.3)	\$ 363.6	\$ 30.3	>-100%



Segment Results-As Reported and As Adjusted-Q4 2023 Continued

(1) Effective in the first quarter of 2023, the Company realigned our brand portfolios to correspond with the Blueprint 2.0 strategy. Net Revenues by Brand Portfolio below have been restated to present the realigned structure.

	Net Revenues		
	Quarter Ended		
	December 31, 2023	December 25, 2022	% Change
Net Revenues by Brand Portfolio			
Franchise Brands ^(a)	\$ 843.7	\$ 934.6	-10%
Partner Brands	154.0	276.2	-44%
Portfolio Brands	151.9	167.8	-9%
Non-Hasbro Branded Film & TV	139.3	299.9	-54%
Total	\$ 1,288.9	\$ 1,678.5	

^(a) Franchise Brands include: DUNGEONS & DRAGONS, Hasbro Gaming, MAGIC: THE GATHERING, NERF, PEPPA PIG, PLAY-DOH and TRANSFORMERS.

	Net Revenues		
	Quarter Ended		
	December 31, 2023	December 25, 2022	% Change
MAGIC: THE GATHERING	\$ 258.3	\$ 263.2	-2%
Hasbro Total Gaming ^(b)	568.7	581.8	-2%

^(b) Hasbro Total Gaming includes all gaming revenue, most notably DUNGEONS & DRAGONS, MAGIC: THE GATHERING and Hasbro Gaming.

	Net Revenues		
	Quarter Ended		
	December 31, 2023	December 25, 2022	% Change
(2) Consumer Products Segment Net Revenues by Major Geographic Region			
North America	\$ 414.4	\$ 533.0	-22%
Europe	197.3	289.1	-32%
Asia Pacific	64.8	91.8	-29%
Latin America	77.4	90.8	-15%
Total	\$ 753.9	\$ 1,004.7	

Segment Results-As Reported and As Adjusted-Q4 2023 Continued



	Net Revenues		
	Quarter Ended		
	December 31, 2023	December 25, 2022	% Change
<u>(3) Wizards of the Coast and Digital Gaming Net Revenues by Category</u>			
Tabletop Gaming	\$ 265.6	\$ 266.7	0%
Digital and Licensed Gaming	97.6	72.3	35%
Total	<u>\$ 363.2</u>	<u>\$ 339.0</u>	

	Net Revenues		
	Quarter Ended		
	December 31, 2023	December 25, 2022	% Change
<u>(4) Entertainment Segment Net Revenues by Category</u>			
Film and TV	\$ 151.7	\$ 310.6	-51%
Family Brands	20.1	19.8	2%
Music and Other	—	4.4	-100%
Total	<u>\$ 171.8</u>	<u>\$ 334.8</u>	



Segment Results-As Reported and As Adjusted-Full Year 2023

Operating Results

	Year Ended December 31, 2023			Year Ended December 25, 2022			% Change
	As Reported	Non-GAAP Adjustments	Adjusted	As Reported	Non-GAAP Adjustments	Adjusted	
Total Company Results							
External Net Revenues ⁽⁵⁾	\$ 5,003.3	\$ —	\$ 5,003.3	\$ 5,856.7	\$ —	\$ 5,856.7	-15%
Operating Profit (Loss)	(1,538.8)	2,015.3	476.5	407.7	514.8	922.5	-48%
Operating Margin	-30.8 %	40.3 %	9.5 %	7.0 %	8.8 %	15.8 %	

Segment Results

Consumer Products:

External Net Revenues ⁽⁶⁾	\$ 2,886.4	\$ —	\$ 2,886.4	\$ 3,572.5	\$ —	\$ 3,572.5	-19%
Operating Profit (Loss)	(64.7)	43.3	(21.4)	217.3	52.6	269.9	>-100%
Operating Margin	(2.2)%	1.5 %	(0.7)%	6.1 %	1.5 %	7.6 %	

Wizards of the Coast and Digital Gaming:

External Net Revenues ⁽⁷⁾	\$ 1,457.6	\$ —	\$ 1,457.6	\$ 1,325.1	\$ —	\$ 1,325.1	10%
Operating Profit	525.7	—	525.7	538.3	—	538.3	-2%
Operating Margin	36.1 %	—	36.1 %	40.6 %	—	40.6 %	

Entertainment:

External Net Revenues ⁽⁸⁾	\$ 659.3	\$ —	\$ 659.3	\$ 959.1	\$ —	\$ 959.1	-31%
Operating Profit (Loss)	(1,911.5)	1,865.5	(46.0)	22.7	59.9	82.6	>-100%
Operating Margin	>-100%	>100%	-7.0 %	2.4 %	6.2 %	8.6 %	

Corporate and Other:

Operating Profit (Loss)	\$ (88.3)	\$ 106.5	\$ 18.2	\$ (370.6)	\$ 402.3	\$ 31.7	-43%
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⁽⁶⁾ Effective in the first quarter of 2023, the Company realigned our brand portfolios to correspond with the Blueprint 2.0 strategy. Net Revenues by Brand Portfolio below have been restated to present the realigned structure.

Segment Results-As Reported and As Adjusted-Full Year 2023 Continued



	Net Revenues		
	Year Ended		% Change
	December 31, 2023	December 25, 2022	
Net Revenues by Brand Portfolio			
Franchise Brands ^(a)	\$ 3,256.5	\$ 3,350.8	-3%
Partner Brands	687.8	1,052.0	-35%
Portfolio Brands	521.3	625.2	-17%
Non-Hasbro Branded Film & TV	537.7	828.7	-35%
Total	\$ 5,003.3	\$ 5,856.7	

^(a) Franchise Brands include: DUNGEONS & DRAGONS, Hasbro Gaming, MAGIC: THE GATHERING, NERF, PEPPA PIG, PLAY-DOH and TRANSFORMERS

	Net Revenues		
	Year Ended		% Change
	December 31, 2023	December 25, 2022	
MAGIC: THE GATHERING	\$ 1,085.8	\$ 1,065.2	2%
Hasbro Total Gaming ^(b)	2,074.4	1,997.5	4%

^(b) Hasbro Total Gaming includes all gaming revenue, most notably DUNGEONS & DRAGONS, MAGIC: THE GATHERING and Hasbro Gaming.

	Net Revenues		
	Year Ended		% Change
	December 31, 2023	December 25, 2022	
⁽⁶⁾ Consumer Products Segment Net Revenues by Major Geographic Region			
North America	\$ 1,649.1	\$ 2,064.8	-20%
Europe	669.5	899.5	-26%
Asia Pacific	256.3	293.4	-13%
Latin America	311.5	314.8	-1%
Total	\$ 2,886.4	\$ 3,572.5	

Segment Results-As Reported and As Adjusted-Full Year 2023 Continued



	Net Revenues		
	Year Ended		
	December 31, 2023	December 25, 2022	% Change
<u>(7) Wizards of the Coast and Digital Gaming Net Revenues by Category</u>			
Tabletop Gaming	\$ 1,072.5	\$ 1,067.0	1%
Digital and Licensed Gaming	385.1	258.1	49%
Total	\$ 1,457.6	\$ 1,325.1	

	Net Revenues		
	Year Ended		
	December 31, 2023	December 25, 2022	% Change
<u>(8) Entertainment Segment Net Revenues by Category</u>			
Film and TV	\$ 575.5	\$ 837.6	-31%
Family Brands	83.8	79.4	6%
Music and Other	—	42.1	-100%
Total	\$ 659.3	\$ 959.1	

⁽⁹⁾ Amounts within this section may not sum due to rounding



Reconciliation of Non-GAAP Financial Measures

(Unaudited)

(Millions of Dollars)

Reconciliation of Adjusted Operating Profit ⁽¹⁾

	Quarter Ended		Year Ended	
	December 31, 2023	December 25, 2022	December 31, 2023	December 25, 2022
Operating Profit (Loss)	\$ (1,198.6)	\$ (125.7)	\$ (1,538.8)	\$ 407.7
Consumer Products	(126.2)	78.4	(64.7)	217.3
Wizards of the Coast and Digital Gaming	103.2	104.1	525.7	538.3
Entertainment	(1,110.1)	25.1	(1,911.5)	22.7
Corporate and Other	(65.5)	(333.3)	(88.3)	(370.6)
Non-GAAP Adjustments ⁽²⁾	\$ 1,148.5	\$ 394.9	\$ 2,015.3	\$ 514.8
Consumer Products	11.0	23.7	43.3	52.6
Entertainment	1,079.3	7.6	1,865.5	59.9
Corporate and Other	58.2	383.6	106.5	402.3
Adjusted Operating Profit (Loss)	\$ (50.1)	\$ 269.2	\$ 476.5	\$ 922.5
Consumer Products	(115.2)	102.1	(21.4)	269.9
Wizards of the Coast and Digital Gaming	103.2	104.1	525.7	538.3
Entertainment	(30.8)	32.7	(46.0)	82.6
Corporate and Other	(7.3)	30.3	18.2	31.7
⁽²⁾ Non-GAAP Adjustments include the following:				
Acquisition-related costs ⁽ⁱ⁾	\$ —	\$ 4.5	\$ 1.9	\$ 14.6
Acquired intangible amortization ⁽ⁱⁱ⁾	13.2	16.9	62.6	71.4
Operational Excellence charges ⁽ⁱⁱⁱ⁾				
Transformation office and consultant fees ^(a)	5.9	5.1	35.3	12.3
Severance and other employee charges ^(b)	34.2	72.8	34.2	94.1
Blueprint 2.0 implementation charges ^(iv)				
eOne TV and Film business sale process charges ^(a)	18.2	—	35.1	—
Loss on disposal of business ^(b)	66.0	(1.0)	539.0	22.1
Impairment and other asset charges ^(c)	—	296.6	—	300.3
Impairment of goodwill and intangible assets ^(v)	1,011.0	—	1,307.2	—
Total	\$ 1,148.5	\$ 394.9	\$ 2,015.3	\$ 514.8



Reconciliation of Non-GAAP Financial Measures continued

⁽ⁱ⁾ In association with the Company's acquisition of eOne, the Company incurred stock compensation expenses of \$1.9 (\$1.7 after-tax) for the year ended December 31, 2023, and \$4.5 (\$4.0 after-tax) and \$14.6 (\$12.9 after-tax), respectively, in the quarter and year ended December 25, 2022. The expense is included within Selling, Distribution and Administration.

⁽ⁱⁱ⁾ Represents intangible amortization costs related to the intangible assets acquired in the eOne acquisition. The Company has allocated certain of these intangible amortization costs between the Consumer Products and Entertainment segments, to match the revenue generated from such intangible assets. While amortization of acquired intangibles is being excluded from the related GAAP financial measure, the revenue of the acquired company is reflected within the Company's operating results to which these assets contribute.

⁽ⁱⁱⁱ⁾ These costs relate to the comprehensive review of the Company's operations and development of a transformation plan to support the organization in identifying, realizing and capturing savings to create efficiencies and improve business processes and operations. These charges consists of:

^(a) Program related consultant and transformation office fees of \$5.9 (\$4.5 after tax) and \$35.3 (\$27.0 after-tax) for the quarter and year ended December 31, 2023 and \$5.1 (\$4.3 after-tax) and \$12.3 (\$9.4 after-tax) in the quarter and year ended December 25, 2022, respectively, are included within Selling, Distribution and Administration within the Corporate and Other segment.

^(b) Severance and other employee charges of \$34.2 (\$28.6 after-tax) in the quarter and year ended December 31, 2023 and \$72.8 (\$60.8 after-tax) and \$94.1 (\$79.8 after-tax) for the quarter and year ended December 25, 2022, respectively, associated with cost-savings initiatives across the Company.

^(iv) The Company announced the results of its strategic review, Blueprint 2.0, a consumer-centric approach focusing on fewer, bigger brands, expanded licensing, branded entertainment, and high-margin growth in games, digital and direct. As the Company implements the new strategy, charges recognized are \$84.1 (\$71.7 after tax) and \$574.1 (\$453.7 after tax) for the quarter and year ended December 31, 2023 and \$295.6 (\$228.2 after-tax) and \$322.4 (\$253.0 after tax), for the quarter and year ended December 25, 2022, respectively, consisting of:

^(a) eOne TV and Film business sale process charges of \$18.2 (\$21.0 after tax) and \$35.1 (\$34.0 after-tax) for the quarter and year ended December 31, 2023, respectively, as a result of the sale process for the part of its eOne TV and film business not directly supporting the Company's Branded Entertainment Strategy. These charges are included in Selling, Distribution and Administration.

^(b) Loss on disposal of a business of \$66.0 (\$50.7 after-tax) and \$539.0 (\$419.7 after-tax) for the quarter and year ended December 31, 2023 related to the sale of the eOne Film and TV business not directly supporting the Company's Entertainment Strategy within the Entertainment segment, which was executed on December 27, 2023. Loss on disposal of non-core businesses for the year ended December 25, 2022 of \$22.1 (\$21.1 after-tax) related to the exit of non-core businesses within the Entertainment segment. In the quarter ended December 25, 2022, the Company completed the sale process, which resulted in a reduction of the loss of \$1.0 (\$0.1 after-tax). The year to date charge is comprised of a goodwill impairment loss of \$11.8 and asset impairments of \$10.3 (included within Loss on Disposal of Business)

^(c) Assets impairments and charges of \$296.6 (\$228.4 after-tax) and \$300.3 (\$232.0 after-tax) for the quarter and year ended December 25, 2022, respectively, related to charges incurred as a result of the Company's focused investment strategy on fewer, bigger brands. In the fourth quarter of 2022, the Company incurred a \$281.3 impairment within the Corporate and Other segment, of which, \$281.0 related to a partial impairment of the Company's definite-lived intangible, Power Rangers, in Selling, Distribution and Administration; and incurred incremental asset charges related to product cancellations, consisting of inventory and asset write offs of \$14.9 in Cost of Sales within the Consumer Products segment. Within the Entertainment segment, the company incurred strategy related asset impairments of certain discontinued projects of \$0.4 and \$4.1 within Program Cost Amortization for the quarter and year ended December 25, 2022, respectively.

^(v) Non-cash Goodwill and Asset impairment charges of \$1,011.0 (\$998.3 after-tax) and \$1,307.2 (\$1,278.2 after-tax) for the quarter and year ended December 31, 2023, respectively, consisting of: \$296.2 (\$279.9 after tax) incurred within the Entertainment segment, of which \$231.2 related to the goodwill impairment of Film & TV due to the expected economic impact of industry factors and \$65.0 related to an impairment of the Company's definite-lived intangible, eOne Trademark, which are included in Impairment of Goodwill and Selling, Distribution and Administration, respectively. In the quarter, \$51.0 (\$38.3 after tax) was incurred related to the impairment of the Company's definite-lived intangible, PJ Masks due to challenging retail conditions and competitive market conditions leading to a reduction in brand profitability. The goodwill impairment of Family Brands of \$960.0 (\$960.0 after-tax) reflects reduced long-term forecast due to lower profitability of PJ Masks, and a change in outlook for our owned and operated production efforts that shifted the Entertainment strategy to an asset lite and partner led model. These charges are included in Impairment of Goodwill within the Entertainment segment.

⁽¹⁾ Amounts may not sum due to rounding



Reconciliation of Non-GAAP Financial Measures

(Unaudited)

(Millions of Dollars)

Reconciliation of EBITDA and Adjusted EBITDA ⁽¹⁾

	Quarter Ended		Year Ended	
	December 31, 2023	December 25, 2022	December 31, 2023	December 25, 2022
Net Earnings (Loss) Attributable to Hasbro, Inc.	\$ (1,061.1)	\$ (128.9)	\$ (1,489.3)	\$ 203.5
Interest Expense	46.3	45.8	186.3	171.0
Income Tax Expense (Benefit)	(184.4)	(35.6)	(221.3)	58.5
Net Earnings (Loss) Attributable to Noncontrolling Interests	0.3	0.3	1.5	(0.5)
Depreciation	39.8	32.9	127.8	127.3
Amortization of Intangibles	17.9	24.1	83.0	105.3
EBITDA	\$ (1,141.2)	\$ (61.4)	\$ (1,312.0)	\$ 665.1
Non-GAAP Adjustments and Stock Compensation ⁽²⁾	1,151.8	388.6	2,021.4	508.0
Adjusted EBITDA	\$ 10.6	\$ 327.2	\$ 709.4	\$ 1,173.1
⁽²⁾ Non-GAAP Adjustments and Stock Compensation are comprised of the following:				
Stock compensation	\$ 16.5	\$ 15.1	\$ 70.6	\$ 79.2
Operational Excellence charges	40.1	77.9	69.5	106.4
Blueprint 2.0 implementation charges	84.2	295.6	574.1	322.4
Impairment of goodwill and intangible Assets	1,011.0	—	1,307.2	—
Total	\$ 1,151.8	\$ 388.6	\$ 2,021.4	\$ 508.0

⁽¹⁾ Amounts may not sum due to rounding



Reconciliation of Non-GAAP Financial Measures

(Unaudited)

(Millions of Dollars and Shares, Except Per Share Data)

Reconciliation of Net Earnings and Earnings per Share ⁽¹⁾

<i>(all adjustments reported after-tax)</i>	Quarter Ended			
	December 31, 2023	Diluted Per Share Amount	December 25, 2022	Diluted Per Share Amount
Net Earnings (Loss) Attributable to Hasbro, Inc.	\$ (1,061.1)	\$ (7.64)	\$ (128.9)	\$ (0.93)
Acquisition-related costs	—	—	4.0	0.03
Acquired intangible amortization	10.2	0.07	13.9	0.10
Operational Excellence charges	33.2	0.24	64.6	0.47
Blueprint 2.0 implementation charges	71.7	0.52	228.3	1.65
Impairment of goodwill and intangible Assets	998.3	7.18	—	—
Net Earnings Attributable to Hasbro, Inc., as Adjusted	\$ 52.3	\$ 0.38	\$ 181.9	\$ 1.31

<i>(all adjustments reported after-tax)</i>	Year Ended			
	December 31, 2023	Diluted Per Share Amount	December 25, 2022	Diluted Per Share Amount
Net Earnings (Loss) Attributable to Hasbro, Inc.	\$ (1,489.3)	\$ (10.73)	\$ 203.5	\$ 1.46
Acquisition-related costs	1.7	0.01	12.9	0.09
Acquired intangible amortization	48.8	0.35	59.4	0.43
Operational Excellence charges	55.7	0.40	89.2	0.64
Blueprint 2.0 implementation charges	453.7	3.26	253.1	1.82
Impairment of goodwill and intangible assets	1,278.2	9.20	—	—
Net Earnings Attributable to Hasbro, Inc., as Adjusted	\$ 348.8	\$ 2.51	\$ 618.1	\$ 4.45

⁽¹⁾ Amounts may not sum due to rounding