



new york  
**toyfair**  
•2020•







# Kristen Levy

Manager, Investor Relations





# Safe Harbor

This presentation contains "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 expectations concerning our potential performance in the future and our ability to achieve our financial and business goals, future expenses and the anticipated benefits from the acquisition of Entertainment One ("eOne"). 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. Specific factors that might cause such a difference include, but are not limited to:

- our ability to design, develop, produce, manufacture, source and ship products on a timely and cost-effective and profitable basis;
- rapidly changing consumer interests in the types of products and entertainment we offer;
- the challenge of developing and offering products and storytelling experiences that are sought after by children, families and audiences given increasing technology and entertainment offerings available;
- our ability to develop and distribute engaging storytelling across media to drive brand awareness;
- our dependence on third party relationships, including with third party manufacturers, licensors of brands, studios, content producers and entertainment distribution channels;
- our ability to successfully compete in the play and entertainment industry, including with manufacturers, marketers, and sellers of toys and games, digital gaming products and digital media, as well as with film studios, television production companies and independent distributors and content producers;
- our ability to successfully evolve and transform our business and capabilities to address a changing global consumer landscape and retail environment, including changing inventories policies and practices of our customers;
- our ability to develop new and expanded areas of our business, such as through eOne, Wizards of the Coast, and our other entertainment, digital gaming and esports initiatives;
- risks associated with international operations, such as currency conversion, currency fluctuations, the imposition of tariffs, quotas, border adjustment taxes or other protectionist measures, and other challenges in the territories in which we operate;
- our ability to successfully implement actions to lessen the impact of potential and enacted tariffs imposed on our products, including any changes to our supply chain, inventory management, sales policies or pricing of our products;
- downturns in global and regional economic conditions impacting one or more of the markets in which we sell products, which can negatively impact our retail customers and consumers, result in lower employment levels, consumer disposable income, retailer inventories and spending, including lower spending on purchases of our products;
- other economic and public health conditions or regulatory changes in the markets in which we and our customers, suppliers and manufacturers operate, such as higher commodity prices, labor costs or transportation costs, or outbreaks of disease, such as the coronavirus, the occurrence of which could create work slowdowns, delays or shortages in production or shipment of products, increases in costs or delays in revenue;
- 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;
- fluctuations in our business due to seasonality;
- 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;
- the bankruptcy or other lack of success of one of our significant retailers, such as the bankruptcy of Toys"R"Us in the United States and Canada;
- risks relating to the use of third-party manufacturers for the manufacturing of our products, including 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;
- our ability to attract and retain talented employees;
- our ability to realize the benefits of cost-savings and efficiency enhancing initiatives;
- 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;
- risks relating to the impairment and/or write-offs of acquired products and films and television programs we acquire and produce;
- risks relating to investments and acquisitions, such as our acquisition of eOne, which risks include: integration difficulties; inability to retain key personnel; diversion of management time and resources; failure to achieve anticipated benefits or synergies of acquisitions or investments; and risks relating to the additional indebtedness incurred in connection with a transaction;
- 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; and
- other risks and uncertainties as may be detailed from time to time 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.





# video playing in room







# Brian Goldner

Chief Executive Officer and  
Chairman of the Board







# Global Play & Entertainment Company





# Brand Blueprint





# CONSUMER PRODUCTS



# GAMING



# ENTERTAINMENT





# Delivered on Growth Objectives

	REVENUES	OPERATING PROFIT MARGIN	EBITDA	OPERATING CASH FLOW
2012-2017	+5% CAGR	+100 Basis Points Profit Expansion <small>*Adjusted</small>	+8%	\$584M Average
2019 Results	+5%*	14.2%   +12% Growth YOY <small>*Adjusted</small>	\$911M   +14% <small>*Adjusted</small>   <small>*Adjusted</small>	\$653M
2020 Outlook	2020 OUTLOOK FOR HASBRO'S STANDALONE BUSINESS			
	Grow Revenues	Expand Operating Profit Margin	Grow EBITDA	Generate \$600-\$700M of operating cash flow

\*Absent an unfavorable \$78.5 million impact of foreign exchange; Adjusted Operating Profit and EBITDA reconciliations available in Hasbro's Fourth Quarter and Full-Year 2019 Earnings Release issued on February 11, 2020 and available at <https://investor.hasbro.com/investor-relations>







# 2019 Profitable Growth

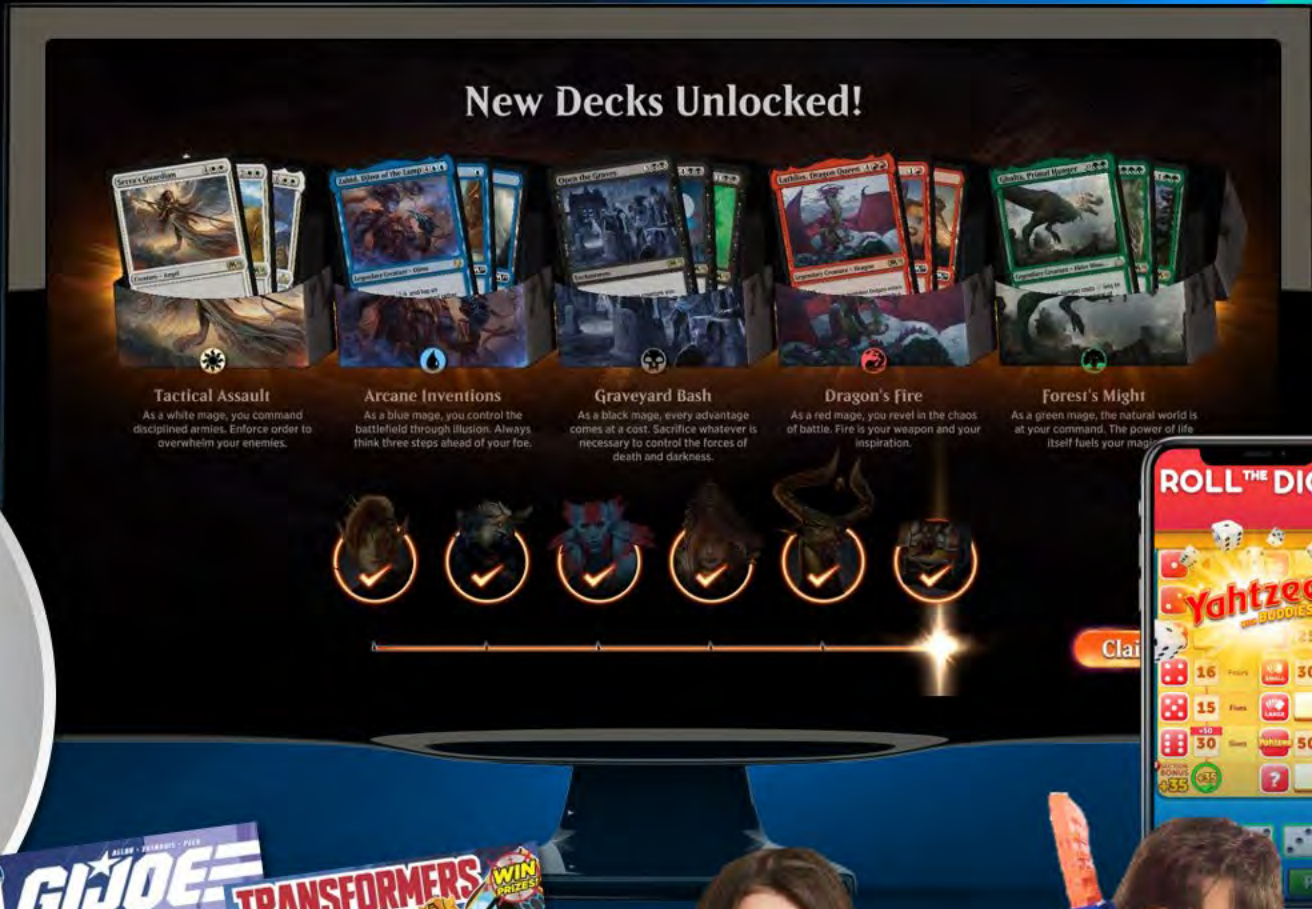




REVENUE  
**15%**  
5-year CAGR

OPERATING  
PROFIT MARGIN  
**22.9%**  
OPERATING PROFIT  
**+11%**  
5-year CAGR

Entertainment,  
Licensing &  
Digital





audio only







# NERF

RETURN to  
GROWTH





MAGIC THE GATHERING  
**ARENA**



# Wizards **Ambition**

**DUNGEONS  
& DRAGONS**







# New Platforms

Driving Engagement







# TRANSFORMERS









# Content Drives Toys & Games

**7** Out of  
Top 10  
Growth Properties  
Have Movie  
Tie-ins

Source: The NPD Group Retail Tracking Service, G11







**Powerful  
Combination**







EVERYTHING CAN CHANGE IN A HEARTBEAT.  
**NURSES**

# Profitable Entertainment





POWER RANGERS

DUNGEONS & DRAGONS

MAGIC  
THE GATHERING



TRANSFORMERS

Littlest  
Pet Shop



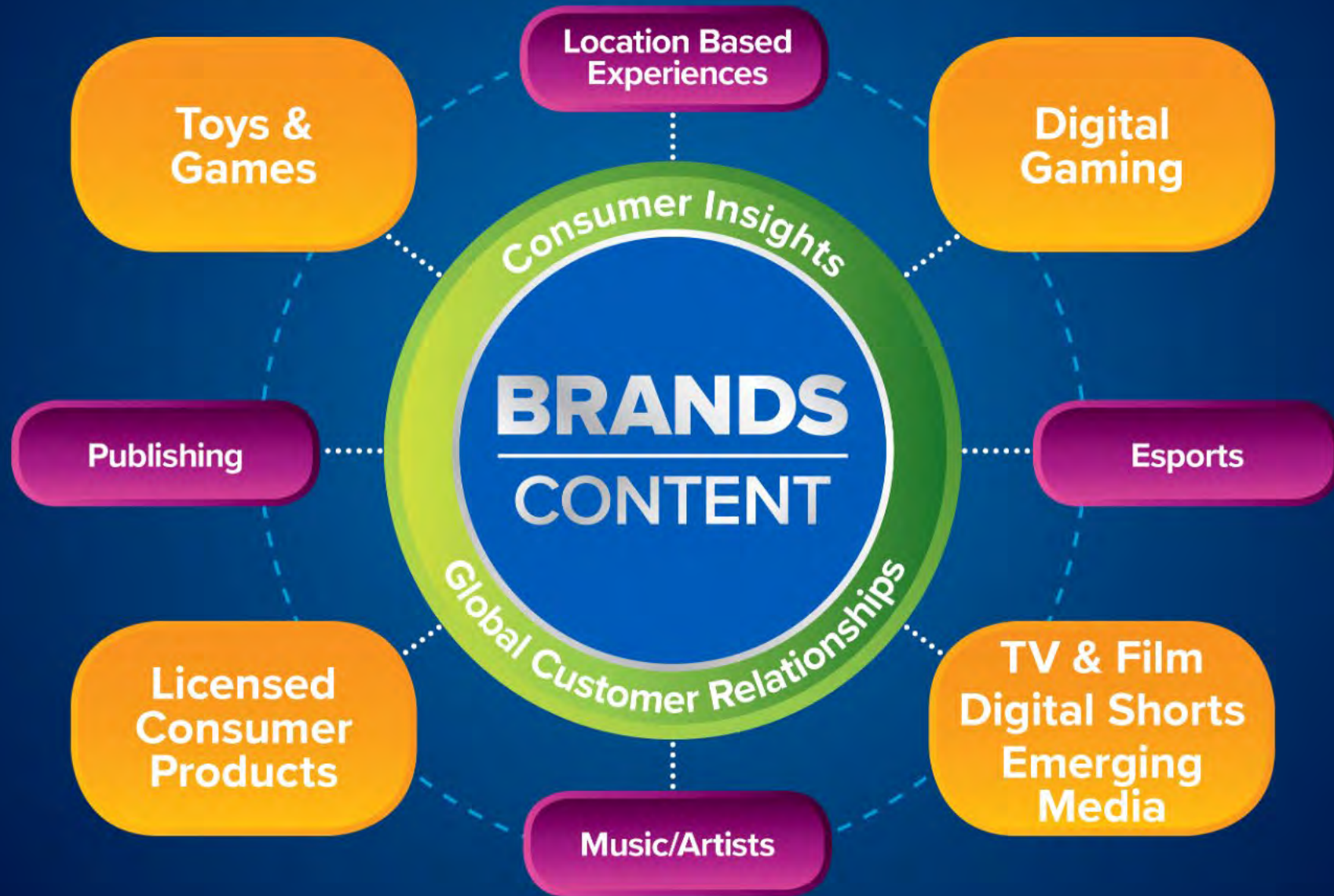
# Hasbro IP Opportunity

FILM | TV | STREAMING | DIGITAL





# Brand Blueprint





# Medium-term Objectives

## Revenues

Deliver mid-single digit revenue growth CAGR

## Operating Profit

Increase operating profit margin to above 15%

## EBITDA

Improve from 2019 adjusted EBITDA margin level of high-teens

## Operating Cash Flow

Generate operating cash flow of \$600-\$700M on average per year

## Debt Target

Achieve gross debt to EBITDA of 2.0 to 2.5X over next 3 to 4 years





# Agenda

## Consumer Products:

- Toys and Games
- Licensed CP

**John Frascotti**, President and Chief Operating Officer  
**Eric Nyman**, Chief Consumer Officer  
**Casey Collins**, General Manager and Senior Vice President, Global Consumer Products

## Gaming: Magic and D&D

**Chris Cocks**, President, Wizards of the Coast

## Entertainment

**Darren Throop**, President and CEO, eOne  
**Olivier Dumont**, President, Family & Brands, eOne  
**Steve Bertram**, President, Film & Television, eOne  
**Samantha Lomow**, President, Branded Entertainment, Hasbro & eOne

## Financial Plan

**Deb Thomas**, Chief Financial Officer







# John Frascotti

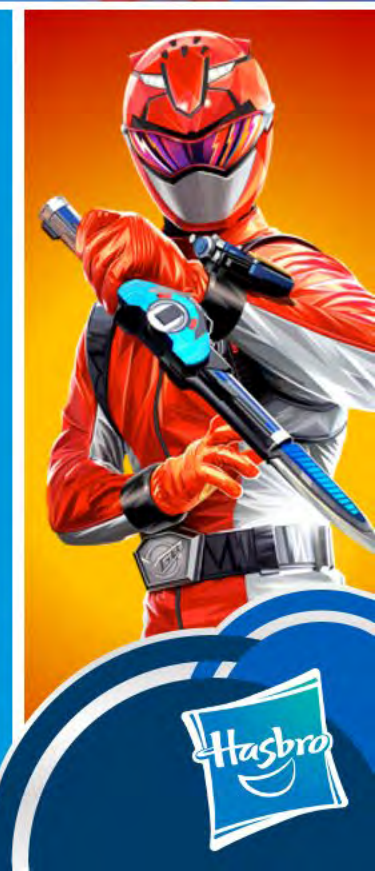
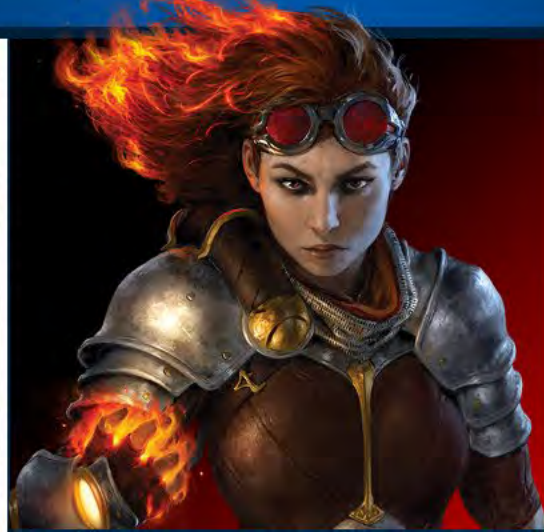
President and Chief Operating  
Officer







# HASBRO BRANDS





**Expansive Brand Portfolio**

**Robust Entertainment Pipeline**

**Toy / Game Innovative Engine**

**Growing Licensed Consumer Products Business**

**Digital Gaming Expertise**

**Accelerating Fan Business**

**Omni Channel Strategy**

**Optimized Supply Chain**





**Expansive Brand Portfolio**

**Robust Entertainment Pipeline**

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# OUR brands





# Global Toy & Game Market

GLOBAL TOY MARKET  
**\$80B**

GLOBAL GAMES MARKET  
**\$170B**





Peppa Pig



baby  
alive

Ricky  
Zoom



Play-Doh  
COMPOUND  
CORNER



PJ MASKS

TRANSFORMERS  
RESCUE BOTS  
ACADEMY



Preschool BRANDS





Peppa Pig<sup>TM</sup>



PJMASKS



Ricky Zoom





# Play-Doh BRAND

## Play-Doh COMPOUND CORNER

Play-Doh DRIZZLE

HYDRO GLITZ

Play-Doh SAND

SUPER CLOUD





# baby alive

Baby  
Gotta  
Bounce







TRANSFORMERS



STAR WARS



BEYBLADE BURST



MARVEL AVENGERS



NERF



POWER RANGERS







# NERF ULTRA



**FARTHEST FLYING  
NERF DART. EVER.**





# TRANSFORMERS

## New Entertainment

### For All Consumers



**TRANSFORMERS  
RESCUE BOTS  
ACADEMY**

PRESCHOOL 3-5

Discovery Family

This promotional image features three Rescue Bots characters: a large blue and white robot at the top, a smaller blue robot in the middle, and a yellow and black robot at the bottom. The Discovery Family logo is in the bottom right corner.



**TRANSFORMERS  
BUMBLEBEE  
CYBERVERSE ADVENTURES**

CORE KID 6-10

CN  
CARTOON NETWORK

This promotional image shows Bumblebee and other Cyberverse characters in a dynamic, action-oriented pose against a purple and blue background. The Cartoon Network logo is in the bottom right corner.



**TRANSFORMERS  
WAR FOR CYBERTRON  
TRILOGY**

NETFLIX  
A NETFLIX ORIGINAL SERIES

OLDER KID & ADULT 10+

Hasbro

This promotional image features Optimus Prime and other characters from the War for Cybertron Trilogy in a dramatic, battle-ready pose. The Netflix logo is in the top right, and the Hasbro logo is in the bottom right.



# POWER RANGERS

## BEAST MORPHERS



**nickelodeon**  
KIDS CHOICE AWARDS





2020

MARVEL

2021

THEATRICAL

DISNEY+

THEATRICAL

DISNEY+

MARVEL STUDIOS  
**BLACK WIDOW**

MARVEL STUDIOS  
**THE FALCON  
AND THE  
WINTER SOLDIER**

MARVEL STUDIOS  
**SHANG-CHI  
THE LEGEND OF THE TEN RINGS**

MARVEL STUDIOS  
**LOKI**

MARVEL STUDIOS  
**ETERNALS**

MARVEL STUDIOS  
**WandaVision**

MARVEL STUDIOS  
**DOCTOR STRANGE  
IN THE  
MULTIVERSE OF MADNESS**

MARVEL STUDIOS  
**WHAT IF...?**

MARVEL  
**SPIDER-MAN  
UNTITLED**

MARVEL STUDIOS  
**MS. MARVEL**

DISNEY XD

VIDEO GAME

MARVEL STUDIOS  
**THOR  
LOVE AND THUNDER**

MARVEL STUDIOS  
**hawkeye**

MARVEL  
**SPIDER-MAN  
MAXIMUM VENOM**

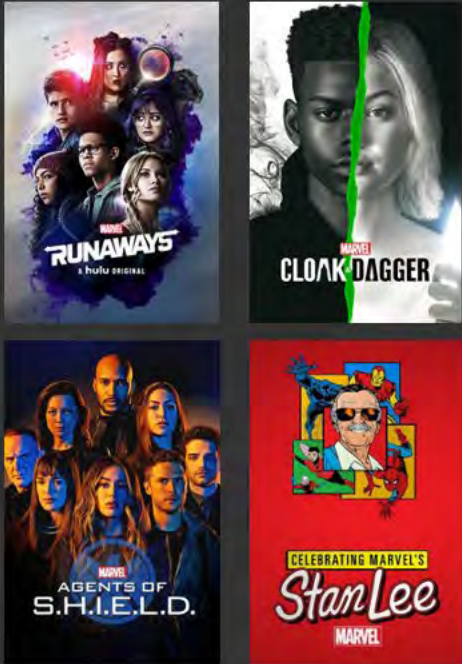
MARVEL  
**AVENGERS**

DISNEY JR.

MARVEL  
**SPIDEY  
AS AMAZING FRIENDS**







Exclusive Product Collections





# STAR WARS



## MOVIES

EP 1-3



EP 4-6



EP 7-8



STANDALONE MOVIES



## LIVE ACTION SERIES



## ANIMATED SERIES





**#1**  
Licensee of  
Frozen Products  
in 2019 G11\*

Disney  
**FROZEN II**



Disney  
**PRINCESS**  
COMFY SQUAD



Disney  
STYLE SERIES

Disney  
**PRINCESS**  
COMICS



Source: The NPD Group Retail Tracking Service, G11



# Disney+



Hasbro





# Gaming



Record  
Breaking  
Year for  
**MAGIC**  
THE GATHERING



**MONOPOLY**  
Biggest  
Year Ever







# Licensed Consumer Products

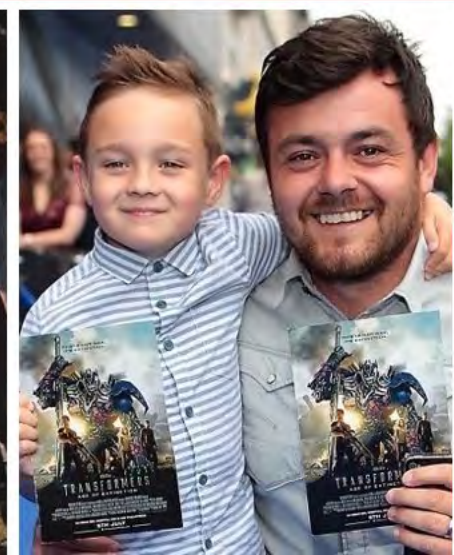






“FANmilies”

# A Fan Can Be ANYONE





# TRANSFORMERS

MORE THAN MEETS THE EYE

# STAR WARS

# MARVEL

# POWER RANGERS





# Premium Product



## Global Channel Expansion





# Activating the Brand Blueprint

**POWER RANGERS**



**TRANSFORMERS**  
MORE THAN MEETS THE EYE



**UNIVERSAL**  
BEIJING RESORT



Power Rangers Official  
6.2M subscribers







# PULSE

WHERE FANS COME FIRST.



**Product** that is differentiated & delighting

**Content** that is authentic and unique

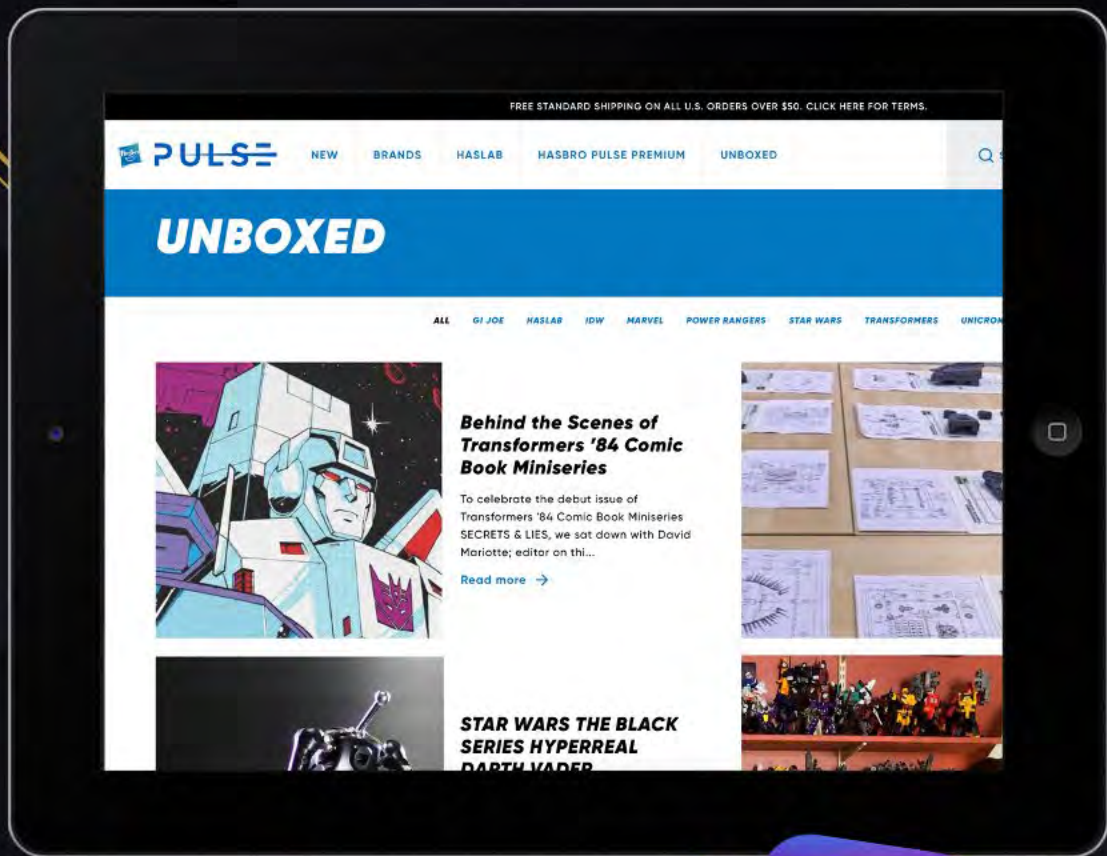


## **Behind the Scenes of Transformers '84 Comic Book Miniseries**

To celebrate the debut issue of Transformers Comic Book Miniseries SECRETS & LIVES with David Mariotte; editor on this...







### Product Reveals



### Design Behind the Scenes



### Fan Photography



### Fan Profiles







# PULSE

WHERE FANS COME FIRST.

# Unique Product

## Exclusives

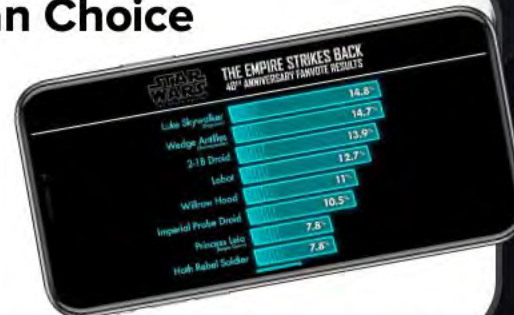


## Crowdfunds



TRANSFORMERS  
UNICRON

## Fan Choice



## Imports



## Collaborations



## Fan Apparel



# ▶ New in 2020!



# GI JOE





**bol.com**

天猫  
TMALL.COM

mercado  
Libre.com

amazon



Walmart.com

B2W  
DIGITAL



拼多多  
Together More Savings More Fun

JD.COM

Rakuten

Argos

Alibaba Group

WILDBERRIES

vente  
privee

LaZada

TARGET

# eCommerce GROWTH





# Operational Excellence

5 Language Packaging



eComm Packaging





**primeday**  


**CYBER  
MONDAY**

# KEY eComm ACTIVATIONS

**11/11**  
HAPPY SINGLES' DAY!

**BLACK  
FRIDAY**



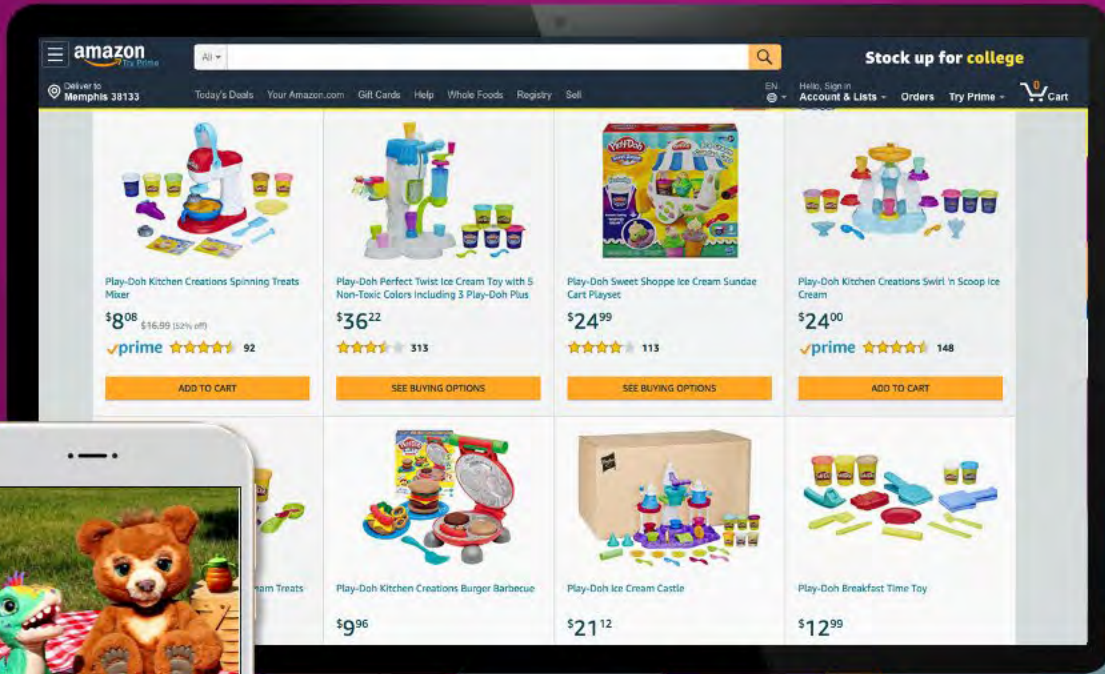


The  
**FUTURE** is  
uCommerce





# Our Journey to uCommerce



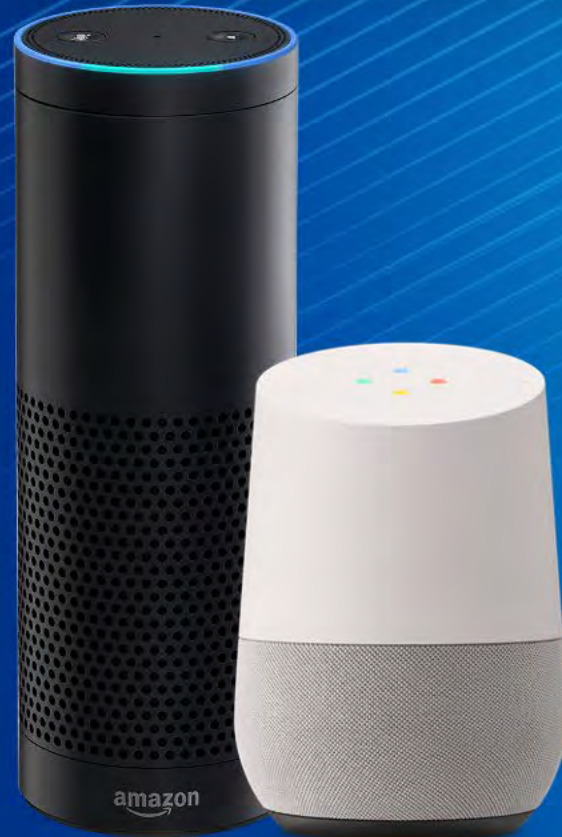


echo auto

Take Alexa on the road



# Voice Commerce



All-new

echo dot

Add Alexa to any room





# Global Sourcing

1

50% of our products will  
be from non-China sources  
In the next few years

2

Reduce risk.  
Drive enhanced product  
price value

3

Continue to improve  
supply chain speed  
& flexibility





Our commitment to CSR reflects our desire to help build a safer, more **sustainable and inclusive company and world** for all.

Product Safety

Environmental  
Sustainability

Human Rights &  
Ethical Sourcing

Diversity &  
Inclusion



**BARRON'S**  
100 Most Sustainable  
Companies







CORPORATE SOCIAL RESPONSIBILITY

Keep your memories,  
recycle your toys and games.



**HASBRO**  
toy recycling

© 2018 Hasbro

# Embracing the Circular Economy



CORPORATE SOCIAL RESPONSIBILITY

**HASBRO**  
toy recycling

Recycling your well-loved Hasbro  
toys and games is easy.



Join our Hasbro  
Toy Recycling  
pilot program



Select your  
well-loved Hasbro  
toys and games  
for recycling



Print your  
shipping label  
and drop off your  
packaged box

© 2018 Hasbro



Current  
Markets



US



DE



FR



BZ



CA

Coming  
in 2020



UK





# Environmental Goals

 **Carbon Negative** by end of **2020**



**25%**  
reduction in  
energy consumption

by 2025



**50%**  
reduction in  
waste to landfill

by 2025



**20%**  
reduction in greenhouse  
gas emissions

by 2025



**15%**  
reduction in  
water consumption

by 2025







# Plastic-free Packaging

## OUR GOAL

Eliminate virtually all plastic  
in packaging for new  
products by end of **2022**







# HASBRO BRANDS





**Eric Nyman**

Chief Consumer Officer







Hasbro's

# 5 Pillars of Innovation

1

**Content to  
Commerce  
Innovation**

2

**Innovation  
with  
Influencers**

3

**Channel  
Strategy  
Innovation**

4

**Insights  
Innovation**

5

**New  
Product  
Innovation**





Content to Commerce  
Innovation

1

# Disney FROZEN II

Top  
Holiday  
Item

**\$1.4B**  
GLOBAL BOX  
OFFICE





Content to Commerce  
Innovation

1

# Trolls

## WORLD TOUR





Content to Commerce  
Innovation

1

# POWER RANGERS

## BEAST MORPHERS

**nick**  
**NETFLIX**  
 **YouTube**





Content to Commerce  
Innovation

1

Black Widow Film / Spring 2020  
Spring 2020 Product



MARVEL  
**BLACK WIDOW**



Avengers Video Game / Fall 2020  
Spring 2020 Product



MARVEL  
**AVENGERS**

Eternals Film / Fall 2020  
Fall 2020 Product



MARVEL  
**ETERNALS**

Disney+

MARVEL  
**THE FALCON  
AND  
THE WINTER SOLDIER**

MARVEL  
*WandaVision*



Streaming / Fall 2020  
Fall 2020 Product



Content to Commerce  
Innovation

1



PRE-MOVIE BUZZ SPRING 2020  
SPRING 2020 PRE-ORDERS



THEATRICAL  
SUMMER 2020  
SPRING 2020  
PRODUCT



HOME  
ENTERTAINMENT  
FALL 2020  
FALL 2020  
PRODUCT



Activate  
Fans!

New Collector  
Products!

Inspire  
Kids!

New Characters,  
Gadgets &  
Gear!

Sustain  
Momentum!

New Ghosts,  
Gear & Goo!





Content to Commerce  
Innovation

1

# STAR WARS

THE  
MANDALORIAN





# NERF





# video playing in room





# NERF ULTRA

1





Innovation with  
Influencers

2

**NERF**  
**ULTRA**

2



**NERF**

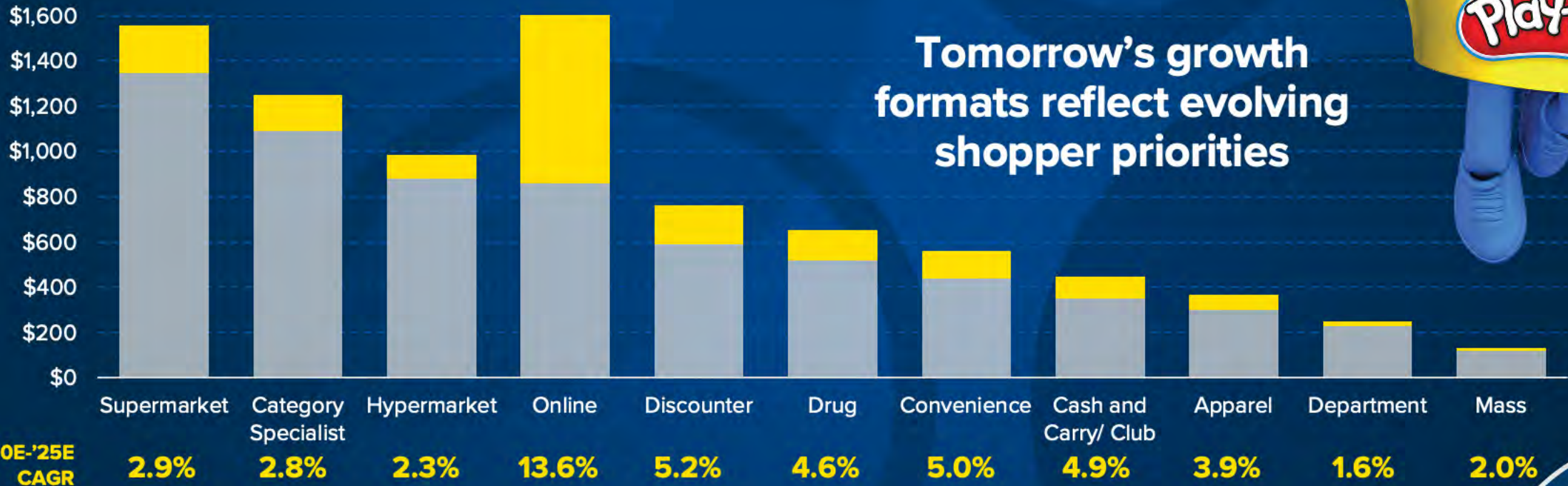




# Global Channel Sales Projection

■ Growth 2020E-25E ■ 2020E

(USD, billions)



Tomorrow's growth  
formats reflect evolving  
shopper priorities





# 2019

**BIGGEST YEAR IN**  
**MONOPOLY**  
**HISTORY**





audio only







# IMMERSIVE

Shopping

Experiences



FRANCE

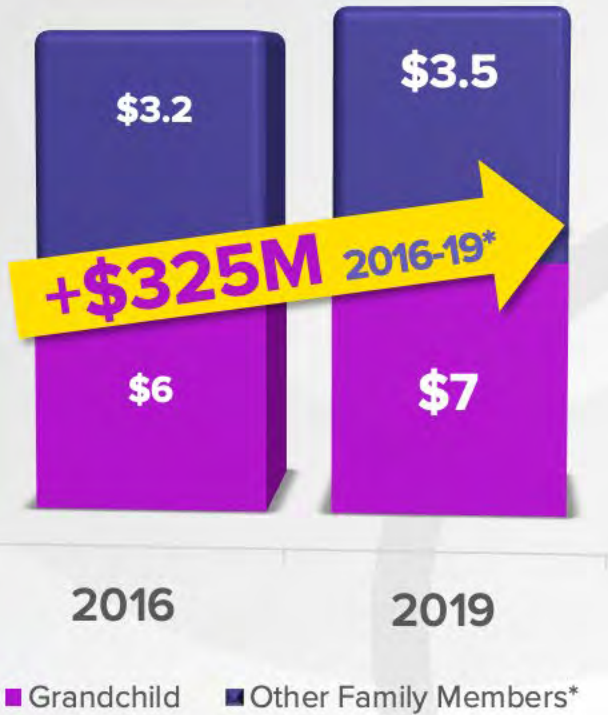


MEXICO





### U.S. Toys & Games Sales \$ billions



# Family Redefined

Family Gift Givers  
**\$10B**  
FY 2019



Grandparents



PANKs & PUNKs





audio only









New Product  
Innovation

5

**FurReal**

**CUBBY**  
THE CURIOUS BEAR

12

**Toy of the Year  
Accolades**  
year-to-date

**TOY**  
INDUSTRY  
**AWARDS**





audio only





New Product  
Innovation

5



**GREAT  
GIFTS!**





New Product  
Innovation

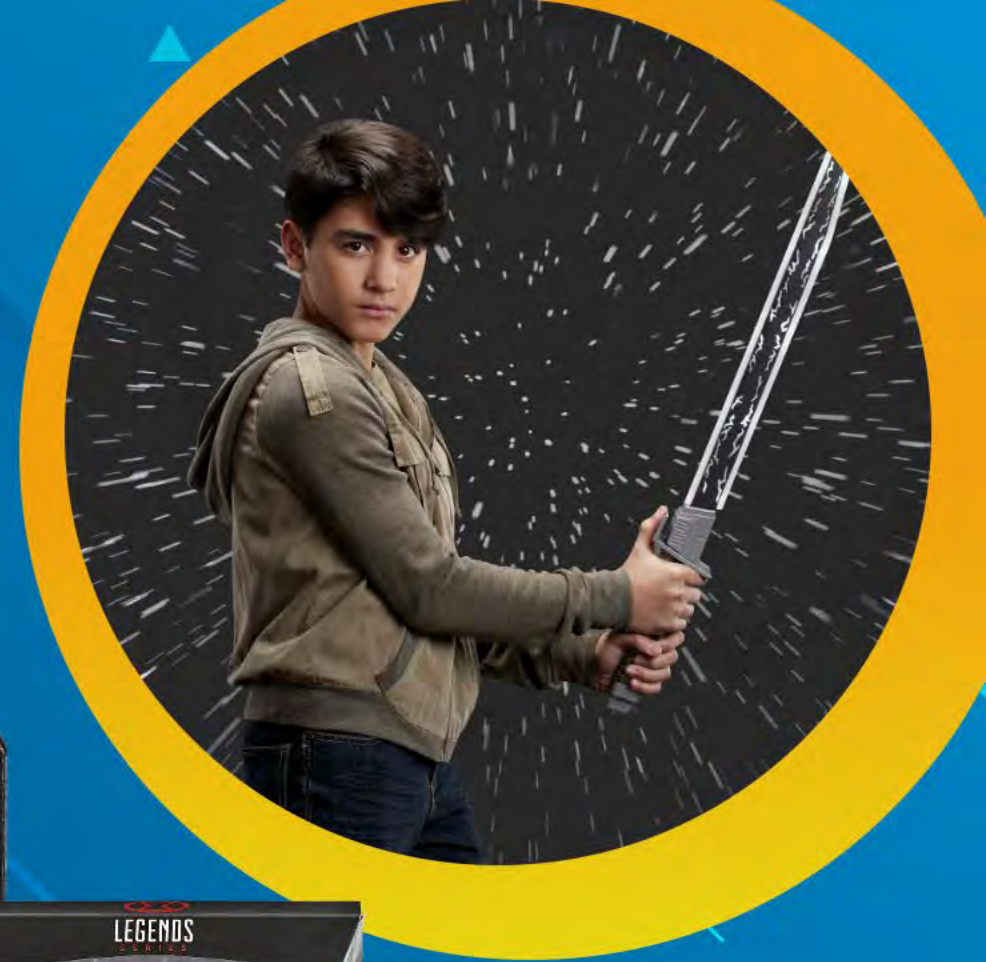
5





New Product  
Innovation

5





# video playing in room







# Casey Collins

General Manager and  
Senior Vice President,  
Global Consumer Products







# Casey Collins

General Manager and  
Senior Vice President,  
Global Consumer Products







# Licensed Consumer Products







# Licensed Consumer Products









CONSUMER PRODUCTS

25

Global  
Locations

- ARGENTINA
- BRAZIL
- BURBANK
- CHILE
- COLOMBIA
- FRANCE
- GERMANY
- HONG KONG
- INDIA
- ITALY
- JAPAN
- LONDON
- MELBOURNE
- MEXICO
- MIAMI
- NEW YORK
- PERU
- POLAND
- RHODE ISLAND
- RUSSIA
- SHANGHAI
- SINGAPORE
- SPAIN
- SYDNEY
- TURKEY





Peppa Pig™



PJMASKS



Ricky Zoom



Hasbro









# Fashion





# Franchise Brands





# Digital Gaming





# Publishing







happy meal

TRANSFORMERS CYBERVERSE

MORE POWERFUL TOGETHER

my little PONY

DUNGEONS & DRAGONS

ally + MONOPOLY  
grow your fortune

#allymonopoly

# Promotions





# Location Based Entertainment



**Holo x TRANSFORMERS**





pinkfong

# BABY SHARK LIVE!



**TOUR  
BEGINS  
FALL 2019**



[babysharklive.com](http://babysharklive.com)



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Pinkfong® Baby Shark™ is a licensed trademark of Smart Study Co., Ltd.

**PJ MASKS  
SAVE THE DAY  
LIVE!**





85<sup>TH</sup>  
ANNIVERSARY  
MONOPOLY





# Fashion



# Promotions



# Consumer Products



# LBE



# Digital







# Chris Cocks

President, Wizards of the Coast





# video playing in room







# A Record-Breaking Year for Wizards!

**Record-breaking Year  
in Global Revenues**

across all Brand & Regions

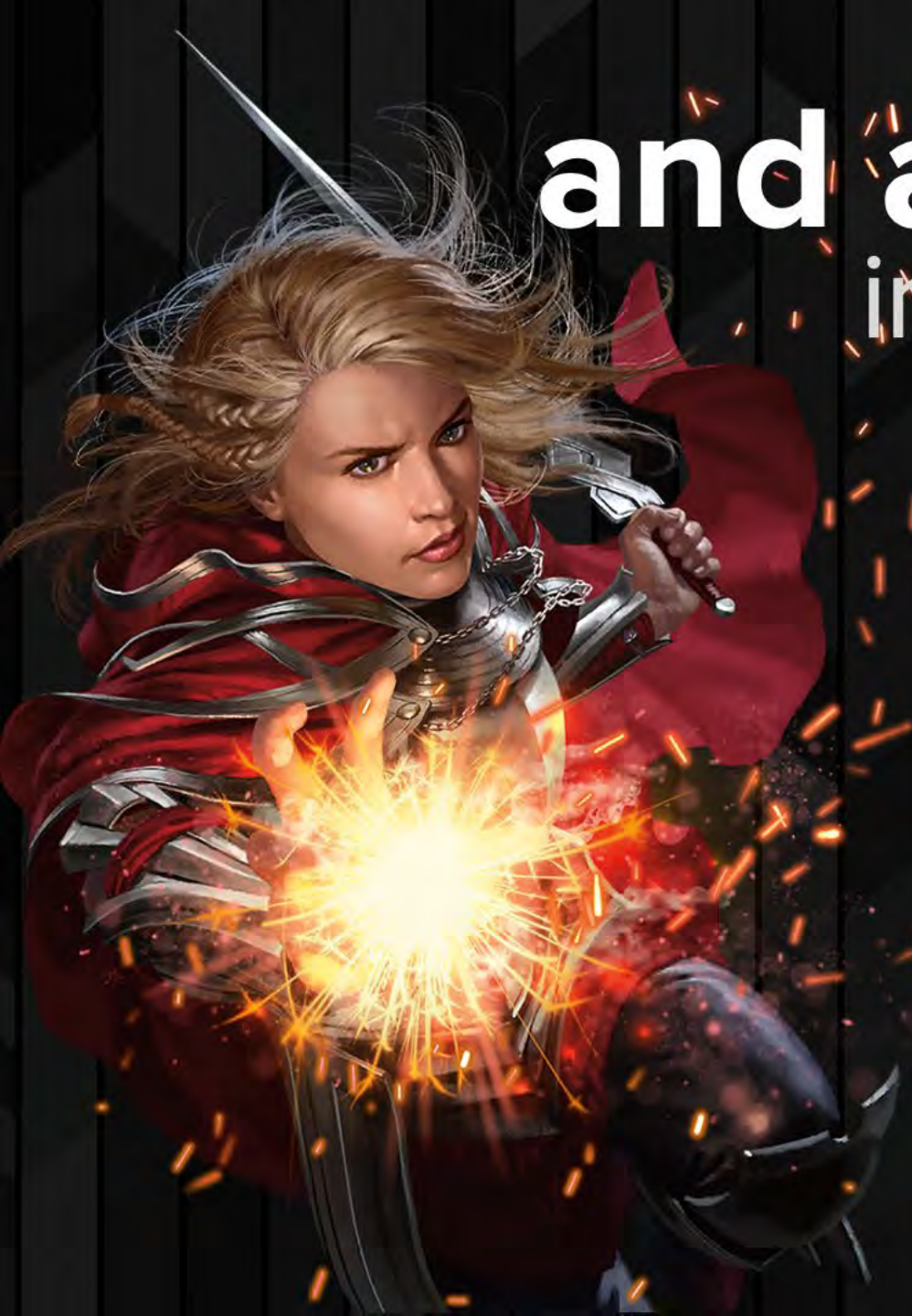
**Record-breaking Year  
in Fan Growth**

across both Tabletop &  
Digital Games





# and a Milestone Year in Our Digital Transformation



MAGIC THE GATHERING  
**ARENA**





# WIZARDS vision

BE THE LEADING PUBLISHER OF FANTASY  
GAMES ACROSS ANY PLATFORM

## Growth Engines

- » Tabletop Games & WPN
- » Digital Games
- » Esports, Streaming & Entertainment





# Powerful Franchise Growth Dynamics

▲ New Players &  
Active Fans

▲ Player Yearly  
Spend

▲ Viewership &  
Esports

▲ Player Net  
Promoter Score





# MAGIC THE GATHERING

# 2020 Growth Drivers

**Digital / Arena**  
New Player  
Growth



**Tabletop  
Innovation**  
New Products,  
Formats,  
Channels



**Combined**  
ARPU Growth &  
Engagement  
Synergy





# video playing in room





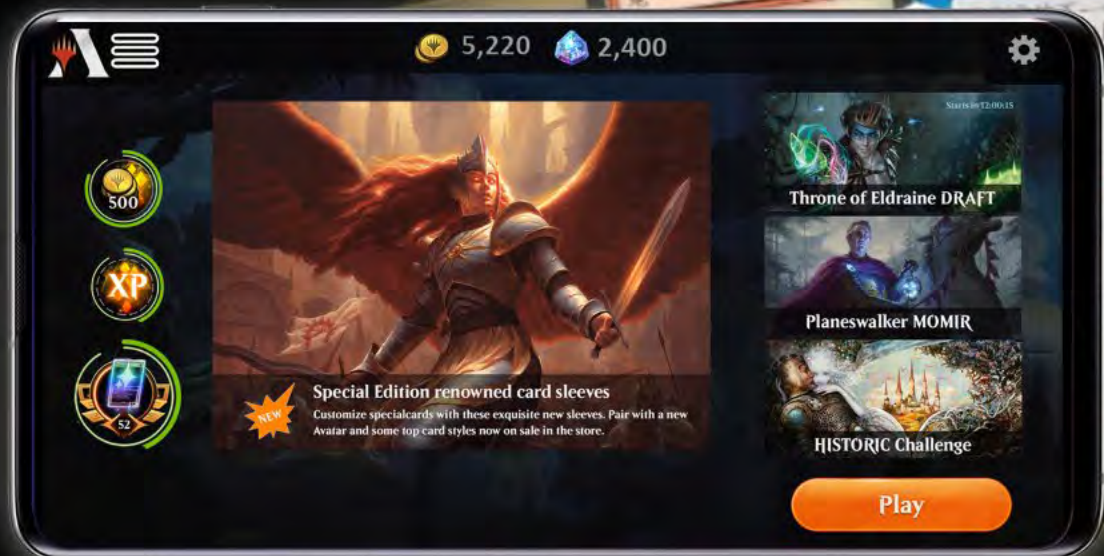
# Expansion in 2020

- » Mobile Launch
- » China Beta
- » Esports



## 要再调度吗?

你需要将若干手牌置于你的牌库底，其数量等于你再调度的次数。  
对手保留了7张牌的起手。



先手。

保留7张





 **MAGIC**

# **SPELLSLINGERS**

Reinventing the  
Collectible Card Game  
for the **Mobile-First**  
Generation





Superheroes of Magic **reimagined**  
A Spellslinger for every playstyle

The best of Magic's gameplay  
**optimized** for Mobile

The First **Social** Collectible Card Game  
designed for the Mobile Generation

 **MAGIC**

**SPELLSLINGERS**





# video playing in room

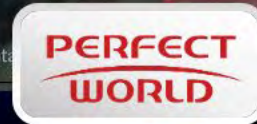
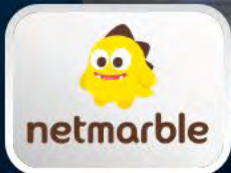




# Extending Beyond the CCG

MAGIC  
MANASTRIKE

MAGIC  
LEGENDS





**DUNGEONS & DRAGONS**

Everyone is  
**Playing**

**6th Consecutive Year**  
of Growth

Pop Culture **Juggernaut**

Spanning **Generations**





# DUNGEONS & DRAGONS<sup>®</sup>

## Unleashing a Massive Digital Gaming Potential

**\$12B+**

Global RPG  
Market  
PC/Console\*

**65%**

Brand  
Awareness  
Among  
RPG Fans\*

**7**

RPG in  
Development  
Wizards &  
Partners





# Baldur's Gate



**DUNGEONS  
& DRAGONS**





# video playing in room







DUNGEONS & DRAGONS

# DARK ALLIANCE



DUNGEONS & DRAGONS





# video playing in room





# 2020

## The Year of **Digital Expansion**

### ▶ **MTG ARENA**

Platform & Regional Expansion

### ▶ **SPELLSLINGERS**

All-New Card Battler for the  
Mobile-First Generation

### ▶ **MANASTRIKE & MAGIC LEGENDS**

New Categories for New  
Audiences

### ▶ **BALDUR'S GATE III**

Exciting Sequel to Hit RPG Series

### ▶ **DARK ALLIANCE**

Thrilling Co-op Action RPG  
on Consoles

### ▶ **MORE TO COME**

A New Digital Game  
Every Year







# Darren Throop

President and Chief Executive Officer,  
eOne





# Our Business

film & tv



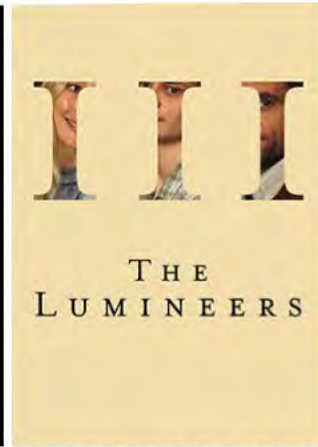
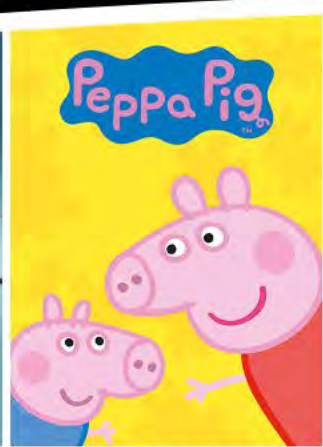
family brands



music







# BUILDING THE LEADING TALENT-DRIVEN ENTERTAINMENT COMPANY







# Global REACH

Apple   NETFLIX   Disney+   YouTube   hulu   prime video   HBO   FOX   YOUKU KIDS  
BBC   NBC   abc   Spotify   NATIONAL GEOGRAPHIC   The New York Times   Quibi   CBS





# eOne's journey: Key Milestones



**1990s**

- **Music retail** and distribution



**2007**

- **Filmed entertainment** business launch
- Entry into Europe



**2009**

- Full service **global independent television studio**



**2011**

- Presence across all key **English language markets**



**2013**

- Largest **independent film distribution** company in the world





# eOne's journey: Key Milestones



1990s

- Music retail and distribution

Peppa Pig

2007

- Filmed entertainment business launch
- Entry into Europe

THE WALKING DEAD

2009

- Full service global independent television studio

twilight

2011

- Presence across all key English language markets

THE HUNGER GAMES

2013

- Largest independent film distribution company in the world

PJ MASKS

2015

- Peppa Pig goes global
- PJ Masks debuts
- Strategic Investment in premium content partnerships

THE LUMINEERS

2017

- Resurgence in Music

sharp objects

2018

- Award-winning premium content

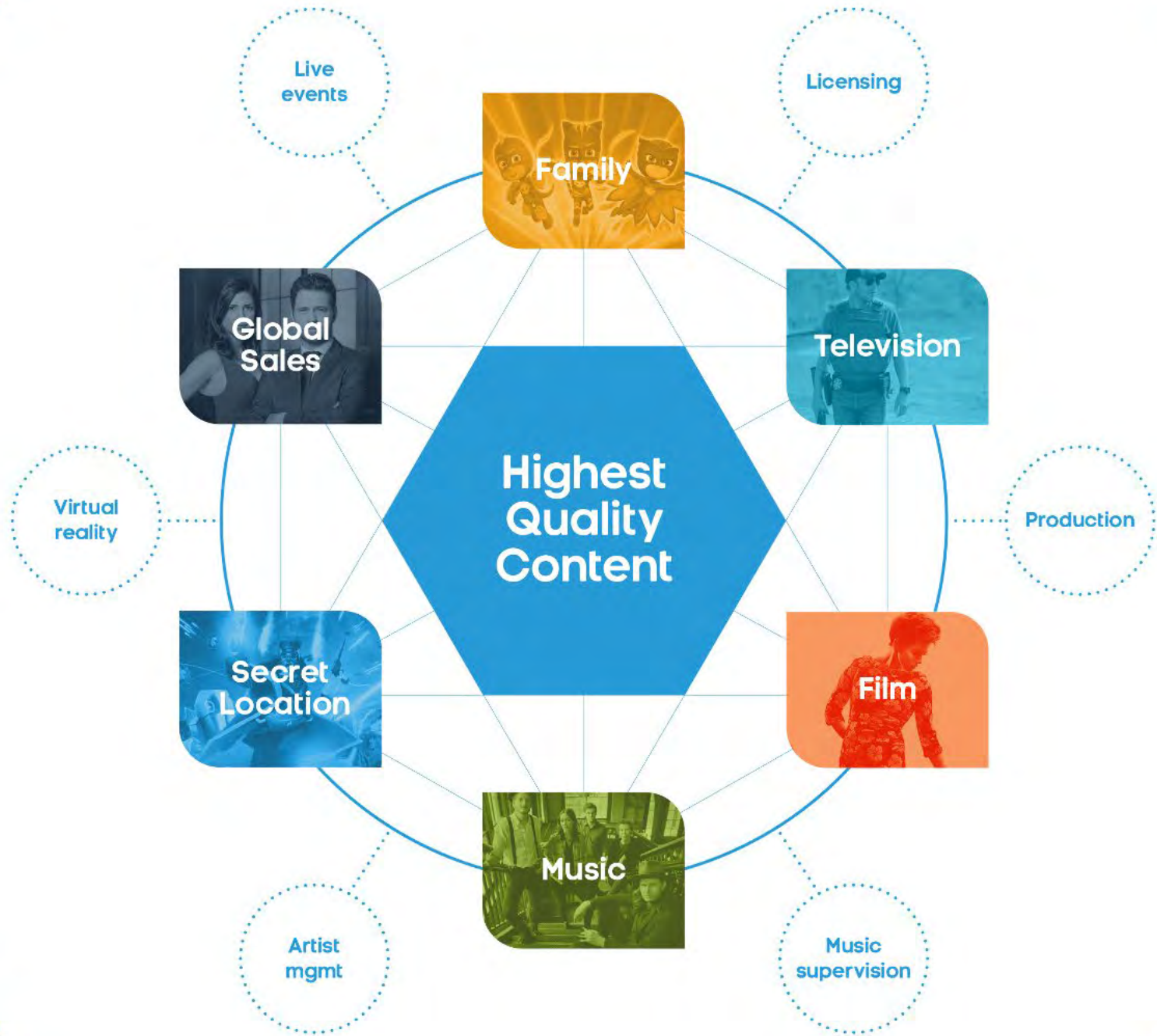
Ricky Zoom

2019

- Ricky Zoom launches
- Audio Network rounds out end to end capabilities

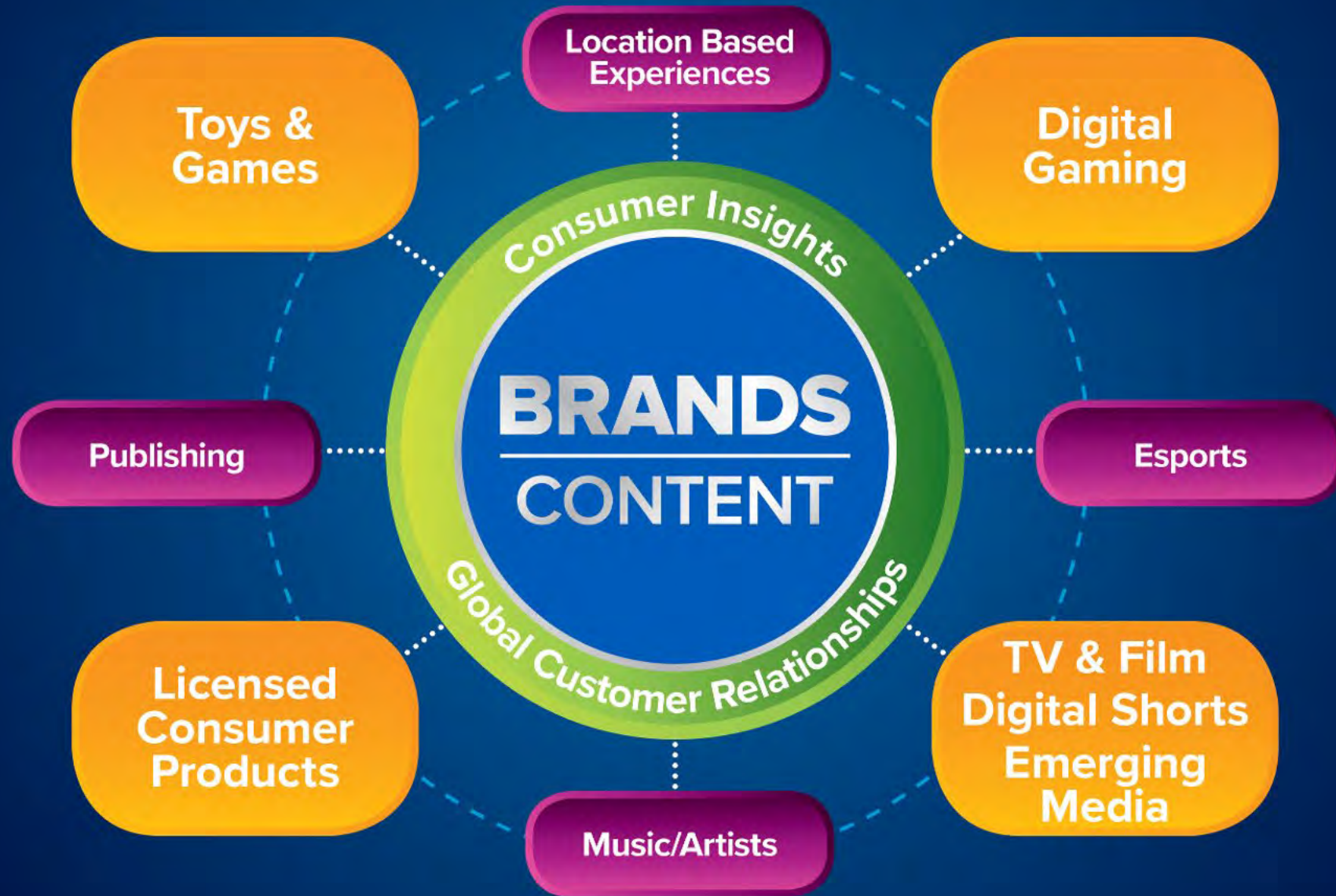








# Brand Blueprint







# Our Advantage

Platform-agnostic

Innovative

Committed to  
Talent







# Olivier Dumont

President, Family & Brands,  
eOne





# World Class BRANDS





# video playing in room







# FAMILY BRANDS Trends

**PREMIUM  
CONTENT  
STRATEGY**

**RETAILER  
DIFFERENTIATION**



**CHINA**





# Our Strategy

## PRE-SCHOOL KIDS



## CORE KIDS



## COMEDY





# Content Distribution Strategy

## HOW TO BEST SHOWCASE CONTENT?

### YOUTUBE

Extra Content  
Based on a TV Series  
TV Series in 3<sup>rd</sup> Window  
Original Content

### TV NETWORKS

TV Series  
1<sup>st</sup> Window

### SVOD PLATFORMS

TV Series 2<sup>nd</sup> Window  
Original Content

TOY & CONSUMER PRODUCTS





Peppa Pig<sup>TM</sup>



LINEAR / NON-LINEAR / YOUTUBE





# PJ MASKS



LINEAR / NON-LINEAR / YOUTUBE





# Ricky Zoom



LINEAR / NON-LINEAR / YOUTUBE







**POWER  
RANGERS**



**LINEAR / NON-LINEAR / YOUTUBE**







# Steve Bertram

President, Film & Television,  
eOne





# video playing in room





# eOne is a Purely **Agnostic** Content Supplier





audio only





# eOne Provides Full Studio Capabilities Through Distribution

## Production

- Development
- Physical Production
- Features
- Scripted TV
- Unscripted TV

## Distribution

- Acquisitions
- Marketing & Publishing
- Global Sales & Licensing





# film slate highlights



WORLDWIDE RIGHTS





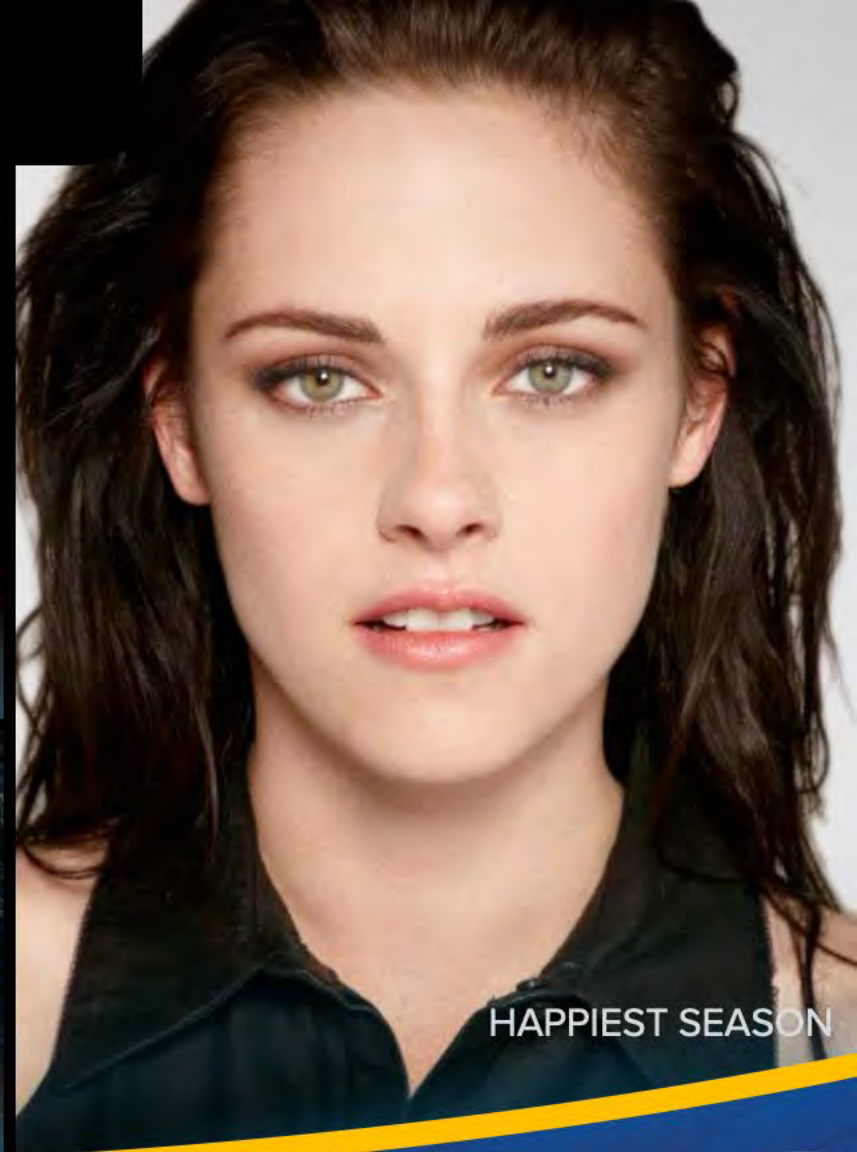
film slate highlights



DEEP WATER

**Clifford**  
The Big Red Dog

**MONSTER  
PROBLEMS**



HAPPIEST SEASON



STUDIO PARTNERSHIPS





# 19



FROM THE DIRECTOR OF SKYFALL

## film slate highlights

INSPIRED BY A TRUE FRIENDSHIP





NATHAN FILLION

# THE ROOKIE

scripted tv highlights



NETWORK BROADCAST





RUN

# scripted tv highlights



## YELLOWJACKETS

CHRISTINA RICCI & JULIETTE LEWIS



PREMIUM AND BASIC CABLE





# scripted tv highlights





# film & tv highlights

AWAKE



A NETFLIX ORIGINAL SERIES  
**DESIGNATED  
SURVIVOR**



HOW IT ENDS



NARNIA **NETFLIX**

▲  
**STREAMER**





# film & tv highlights



## ACQUISITIONS





# Unscripted TV HIGHLIGHTS



- Ex on the Beach
- Making the Band
- Siesta Key



- Growing Up Hip Hop
- Tammy & Waka
- Untold Stories



- Strongest Men in History
- Brothers in Arms



- Naked and Afraid
- My Feet Are Killing Me
- Finding Escobar's Millions



- The Pack



- Legendary Catch



- Murder in the Thirst
- Chronicles: No Limit



- Hopelessly in Love
- Wendy Williams Doc
- Whitney Houston Doc



- Ready for War



- Buried in the Backyard
- Dead by Dawn
- Uncovered



- Ready Steady Go
- WOKE
- BAFTA



- Big Week at the Zoo
- Britain's Favorite Christmas
- Great Yorkshire Show
- Made in Britain
- Yorkshire Vet



- What Remains
- Homicide City



- Love and Listings
- My Celebrity Wedding
- Snatched for the Wedding



- Beautiful Game
- Bidding Wars



- The Mind of Aaron Hernandez

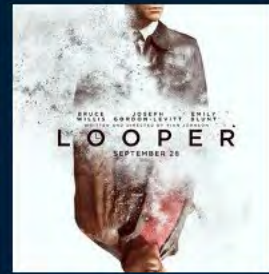
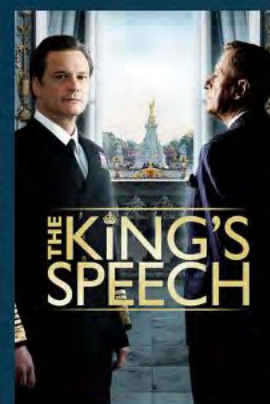
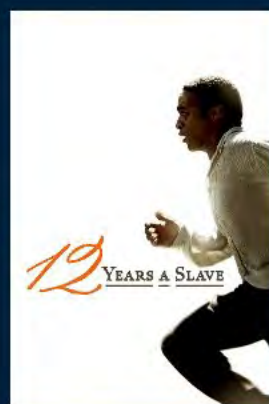


- Global Citizen





# Key Library HIGHLIGHTS







- Hasbro Capabilities
- eOne Capabilities







# Samantha Lomow

President, Branded Entertainment,  
Hasbro & eOne







eOne

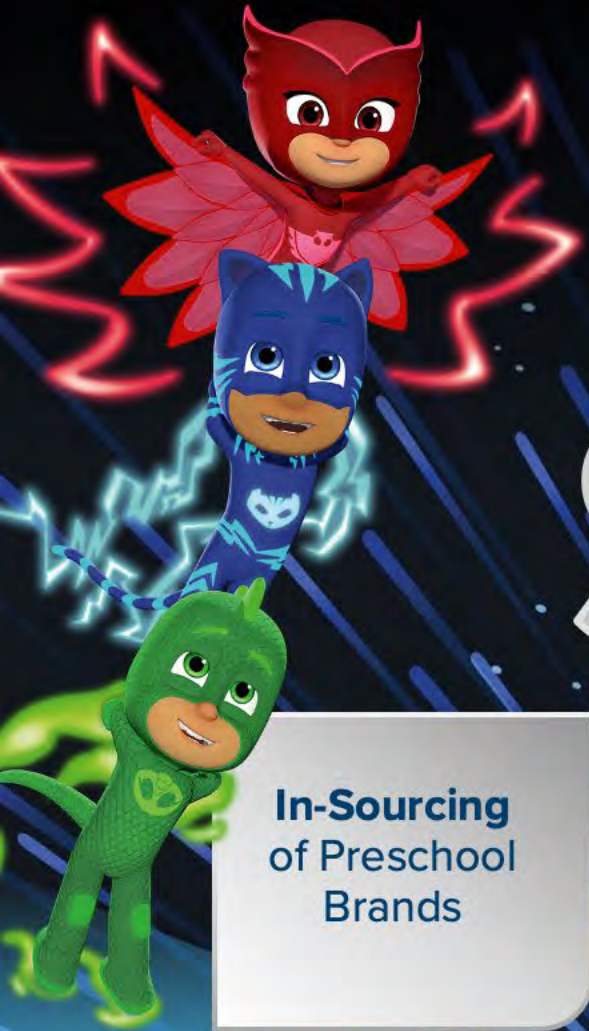
# Positioned for Growth







# Entertainment Strategy



**In-Sourcing  
of Preschool  
Brands**

**New  
Storytelling  
for Active  
Entertainment  
Brands**

**Re-activate  
Vault  
Brands via  
Story**

**New Storytelling  
Formats for  
Non-Entertainment  
Brands**

**Launch  
New  
Brands**

**Protect long-term value of Existing Brands, unlock new revenue  
from Vault Brands and creation of New Brands**





Peppa Pig



Ricky Zoom



PJ MASKS



# IN-SOURCING



In-sourcing of eOne Preschool Brands by 2022,  
with Select Products launching in Fall 2021





# TRANSFORMERS

MORE THAN MEETS THE EYE

PRESCHOOL 3-5

TRANSFORMERS  
RESCUE BOTS  
ACADEMY



Discovery  
Family

NETFLIX

CORE KID 6-10

TRANSFORMERS  
BUMBLEBEE  
CYBERVERSE ADVENTURES



CN  
CARTOON NETWORK

NETFLIX

OLDER KID & ADULT 10+

TRANSFORMERS  
WAR FOR CYBERTRON  
TRILOGY



NETFLIX

Omni-channel, Consumer-focused Entertainment now under eOne





# video playing in room





# Storytelling Strategy

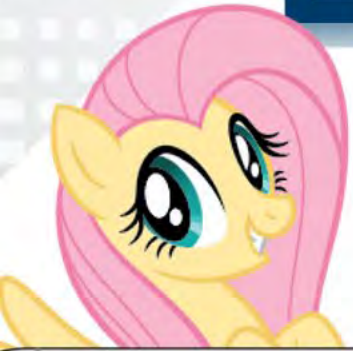


Feeding New Products and Experiences





# NEW Entertainment Roadmap



**26M Downloads**  
in 2019 **+25%!**



**973M Views**  
in 2019







COMING FALL 2021

First Fully-Produced CG Animated Feature now under eOne





# POWER RANGERS



 **8M+** SUBSCRIBERS!

**BEAST MORPHERS**



**nick**  
**#1**  
KIDS 2-11

**POWER RANGERS**  
SABANE  
BATTLE FOR THE GRID

**POWER RANGERS**  
SABANE  
LEGACY WARS



Strong foundation for New Storytelling Formats





audio only





# SNARKEYES

G.I. JOE ORIGINS

OCTOBER 23, 2020





# video playing in room





the Game of **LIFE**

**Jenga**

**Play-Doh**

**MONOPOLY**

# New Formats

TRIVIAL  
PURSUIT

**MAGIC**  
THE GATHERING

**SCRABBLE**

**NERF**

**CLUE**

Leverage eOne to develop content for Key Brands





**NEW BRANDS**

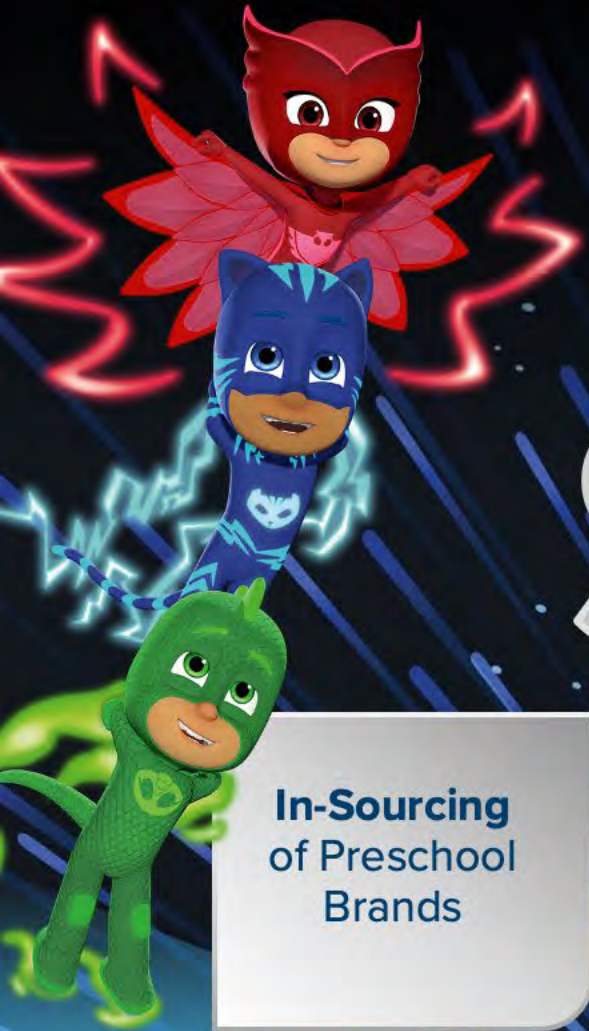
**Coming  
Soon**







# Entertainment Strategy



**In-Sourcing  
of Preschool  
Brands**

**New  
Storytelling  
for Active  
Entertainment  
Brands**

**Re-activate  
Vault  
Brands via  
Story**

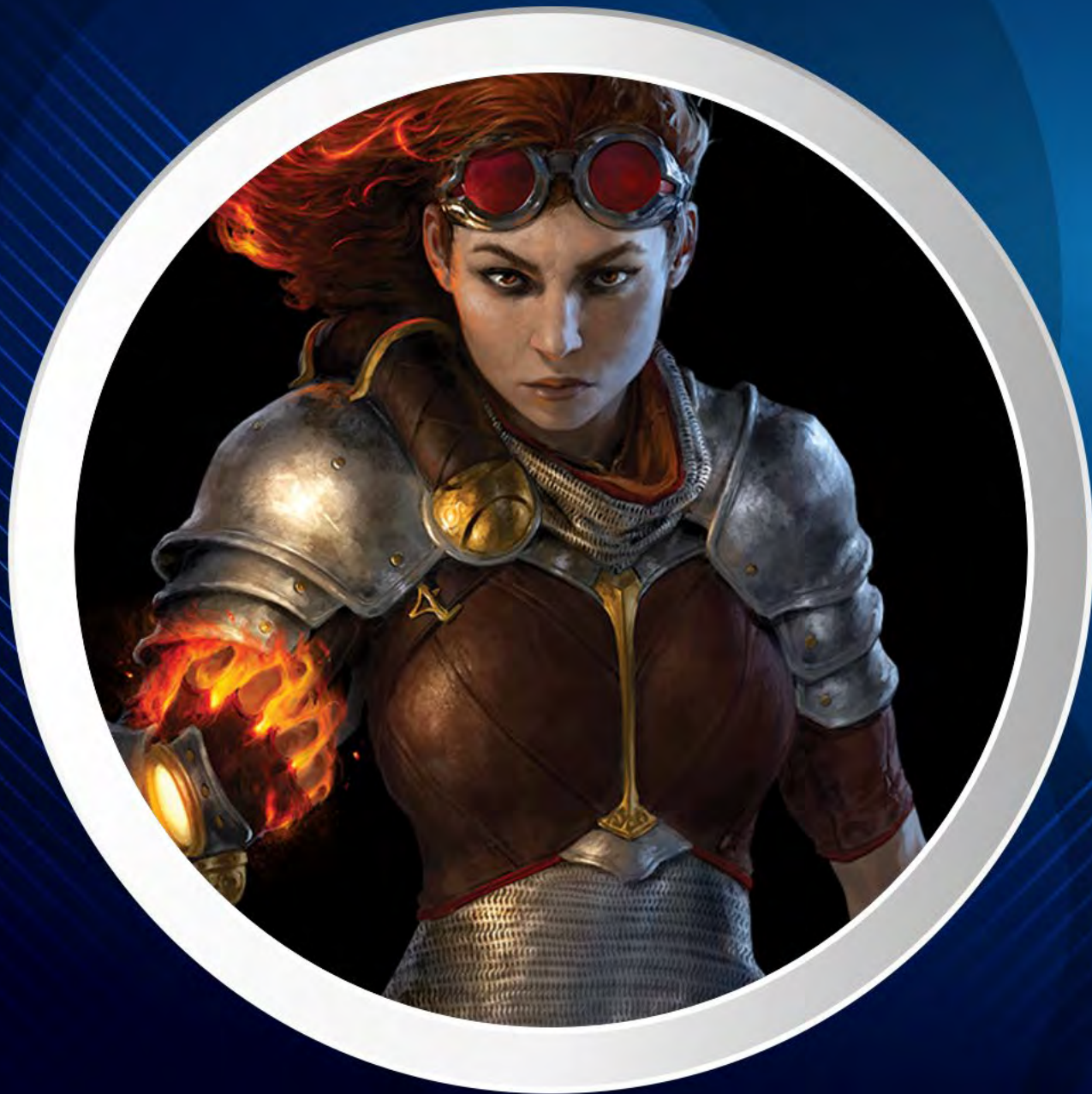
**New Storytelling  
Formats for  
Non-Entertainment  
Brands**

**Launch  
New  
Brands**

**Protect long-term value of Existing Brands, unlock new revenue  
from Vault Brands and creation of New Brands**







# Deb Thomas

Chief Financial Officer





► DELIVERED Financials

UP  
5%\*  
Revenue  
\$4.72B

\*Absent FX

UP  
12%\*  
Operating  
Profit

\*Adjusted

UP  
14%\*  
EBITDA  
\$911M

\*Adjusted

► TURNED AROUND  
Europe

UP  
4%  
Revenue,  
Absent FX

Operating profit  
increased

>3X

\*Adjusted



# Delivered 2019 Objectives

► ACQUIRED  
eOne for  
Future  
Growth



► GREW New Revenue Streams

Investing in



Digital Gaming

UP  
22%  
Entertainment,  
Licensing and  
Digital Segment





# Delivered on Growth Objectives

	REVENUES	OPERATING PROFIT MARGIN	EBITDA	OPERATING CASH FLOW
2012-2017	+5% CAGR	+100 Basis Points Profit Expansion <small>*Adjusted</small>	+8%	\$584M Average
2019 Results	+5%*	14.2%   +12% Growth YOY <small>*Adjusted</small>	\$911M   +14% <small>*Adjusted</small>   <small>*Adjusted</small>	\$653M
2020 Outlook	2020 OUTLOOK FOR HASBRO'S STANDALONE BUSINESS			
	Grow Revenues	Expand Operating Profit Margin	Grow EBITDA	Generate \$600-\$700M of operating cash flow

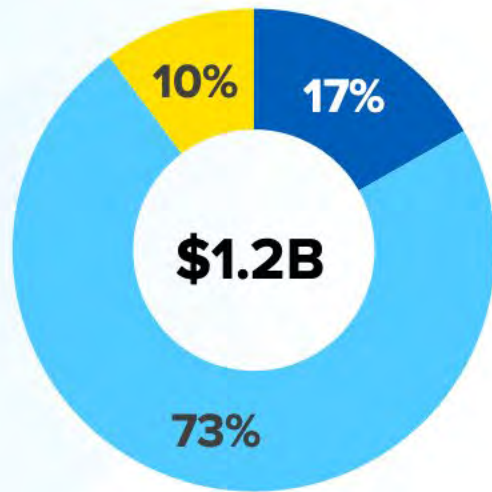
\*Absent an unfavorable \$78.5 million impact of foreign exchange; Adjusted Operating Profit and EBITDA reconciliations available in Hasbro's Fourth Quarter and Full-Year 2019 Earnings Release issued on February 11, 2020 and available at <https://investor.hasbro.com/investor-relations>





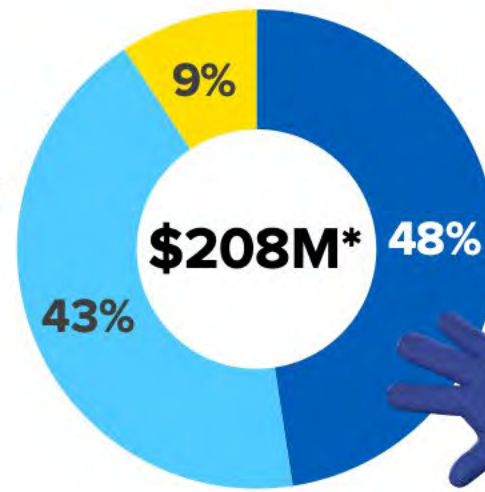
# eOne : 2019 Revenue and EBITDA Mix

Revenue



- Family and Brands
- Film & TV
- Music

EDITDA



eOne Business Units

2019 EBITDA Margin

Family & Brands	62%
Film & TV	13%
Music	20%

\*Total includes group costs of \$53.7M





# New Segment Reporting Structure

	Pre-eOne	2020 Post eOne Acquisition	Future Periods
U.S. & Canada	Commercial Toy and Game sales in U.S. and Canada, including Wizards of the Coast	Unchanged	Begin to transition commercial sales in U.S. and Canada of insourced eOne toys and games
International	Commercial Toy and Game sales outside the U.S. and Canada markets, including Wizards of the Coast	Unchanged	Begin to transition commercial sales outside the U.S. and Canada markets of insourced eOne toys and games
Entertainment, Licensing & Digital	Hasbro entertainment, licensing of Hasbro IP, digital gaming (licensed and owned) businesses	Unchanged	Hasbro entertainment business will shift to reporting under eOne segment
eOne	N/A	Reflects eOne's business prior to acquisition	Include Hasbro entertainment business







# Powerful Combination



2019 Proforma Results Preliminary and Adjusted

**\$5.9B** Revenues

**13.5%** Operating Profit Margin

**\$1.1B** EBITDA

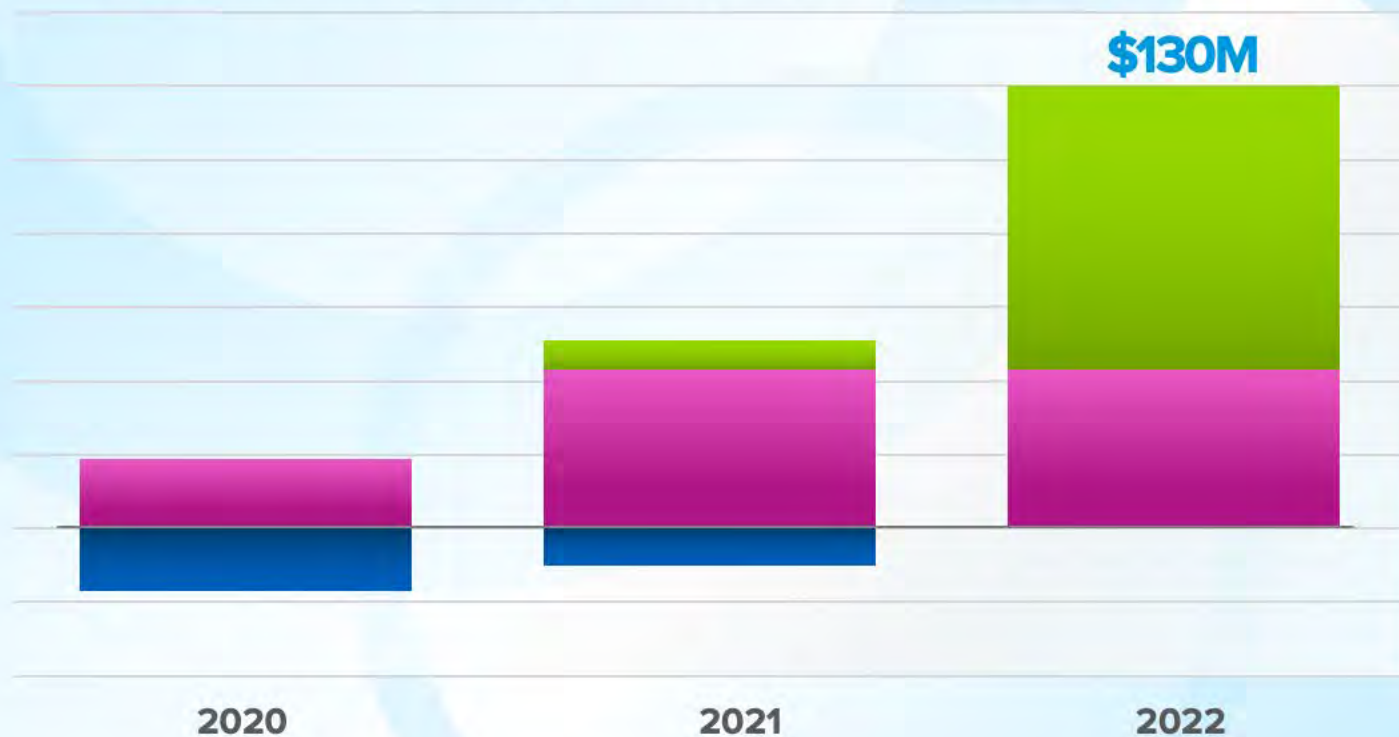




# Plan to Deliver \$130M Synergy Target

by Year-End 2022

■ Costs to Attain Synergies ■ Synergies ■ Insourcing Synergies



## Expectations

\$130M in synergies to be achieved by year-end 2022

\$65-\$70M of Cash Expense to acquire, integrate and achieve synergies

Significantly lower expense expected in future periods

\$50-\$55M of cash outlays expected in 2020





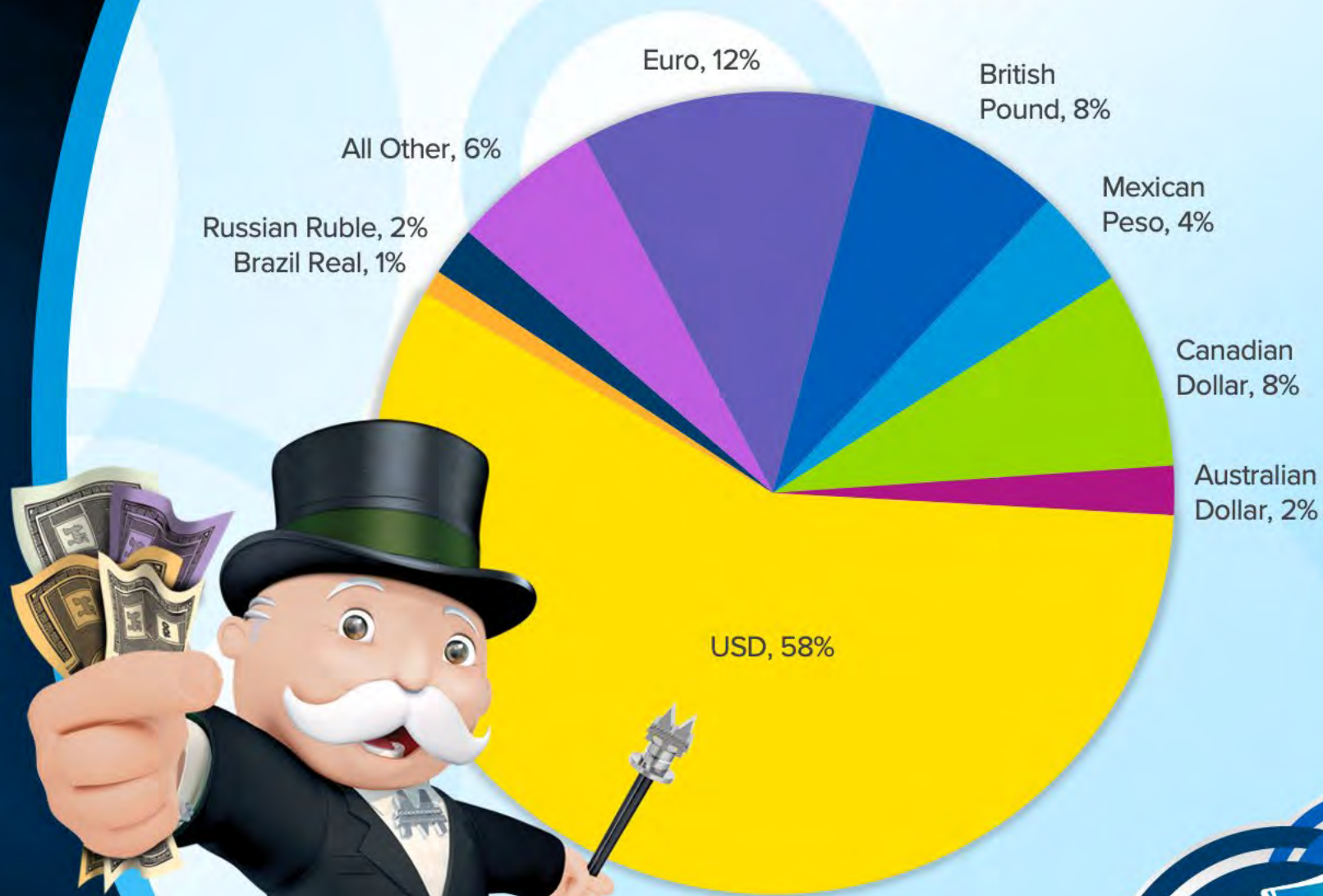
# 2019 Net Revenues

by Currency

Pro Forma Combined  
Hasbro and eOne



## \$5.9B PRO FORMA REVENUES





# Revenue & EBITDA Phasing

PRELIMINARY RESULTS



2019

% OF FULL YEAR 2019

Combined Hasbro and eOne

Q1 2019

Q2 2019

Q3 2019

Q4 2019

Revenue

20%

21%

31%

28%

EBITDA (adjusted)

21%

18%

36%

25%

eOne fiscal year-end 2019 aligns to Hasbro's first quarter 2019

2020

## Impacts to 2020 Phasing

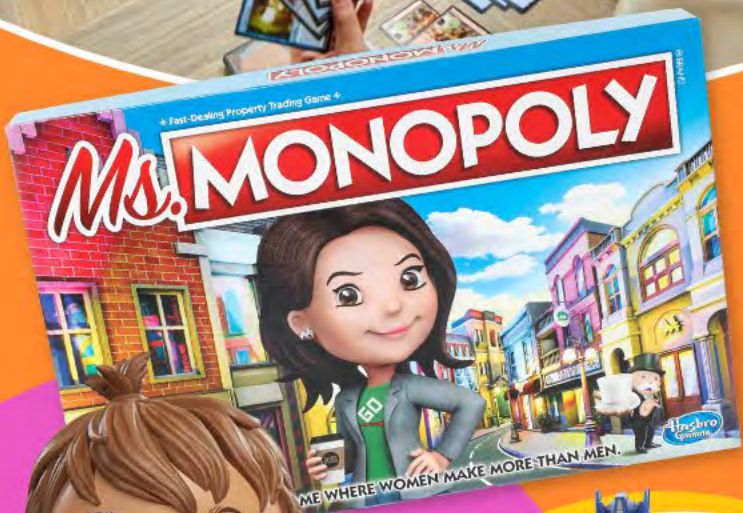
- Magic: The Gathering and Dungeons & Dragons new games slated for late in 2020
- Easter remains in Q2, but occurs 2 weeks earlier
- Regain 2 shopping days in holiday 2020 vs. 2019
- Frozen 2 and Star Wars major merchandising events in Q4 2019
- Coronavirus could impact timing and level of shipments during 2020

Combined Hasbro and eOne  
2020 forecast to have  
similar phasing as 2019





Play

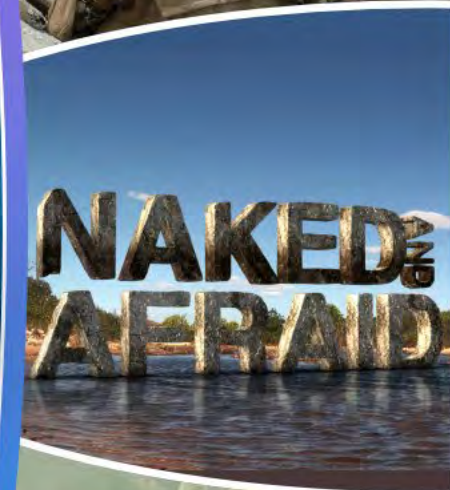
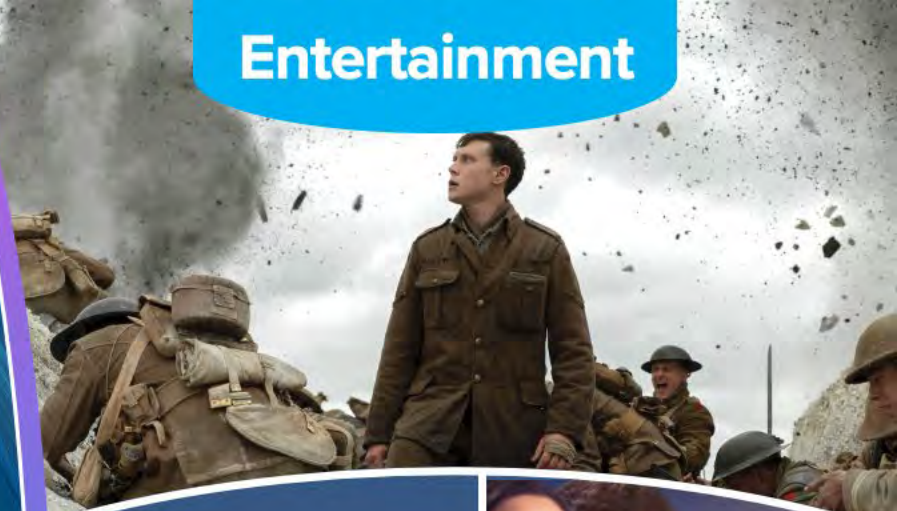


# Hasbro Revenues

Reflects Play and Entertainment Costs



Entertainment





# Hasbro 2019 Cost of Sales

## Cost of Sales as a % of Revenue

Board/Paper/Print	6.8%
Resins	5.1%
Electronics/Metals	1.9%
All Other	2.8%
<b>Total</b>	<b>16.6%</b>

Revenue	100.0%
Cost of Sales	38.3%
Gross Margin	61.7%
Labor	8.1%
Factory Overhead	6.8%
Freight/Import Costs	2.6%
Tooling	1.8%
Inventory Variances	2.4%
<b>Total</b>	<b>21.7%</b>

**Cost of Sales 38.3%**

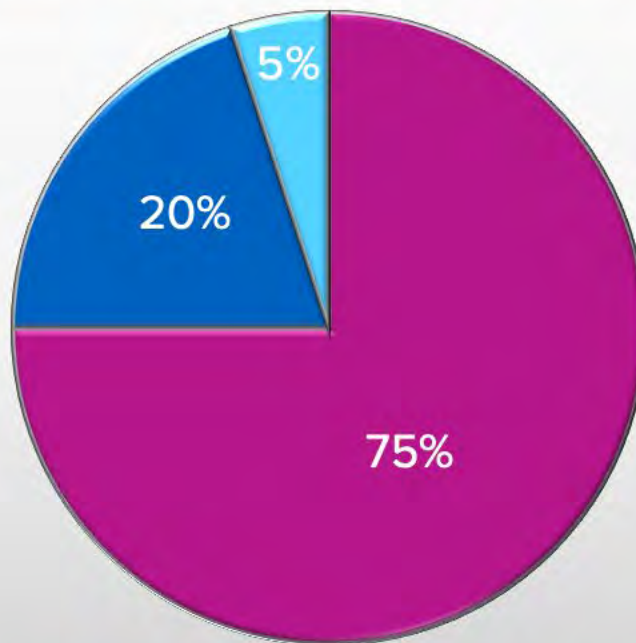




# Entertainment



## 2020 Content Spend Estimated at \$675-\$750M



■ Television ■ Film ■ Music and Other

2020 Program Production Amortization:  
~9-10% of Revenues  
2019 Combined Spend \$645M



eOne Managing Program  
Production for Combined  
Organization







PRODUCTION  
FINANCING

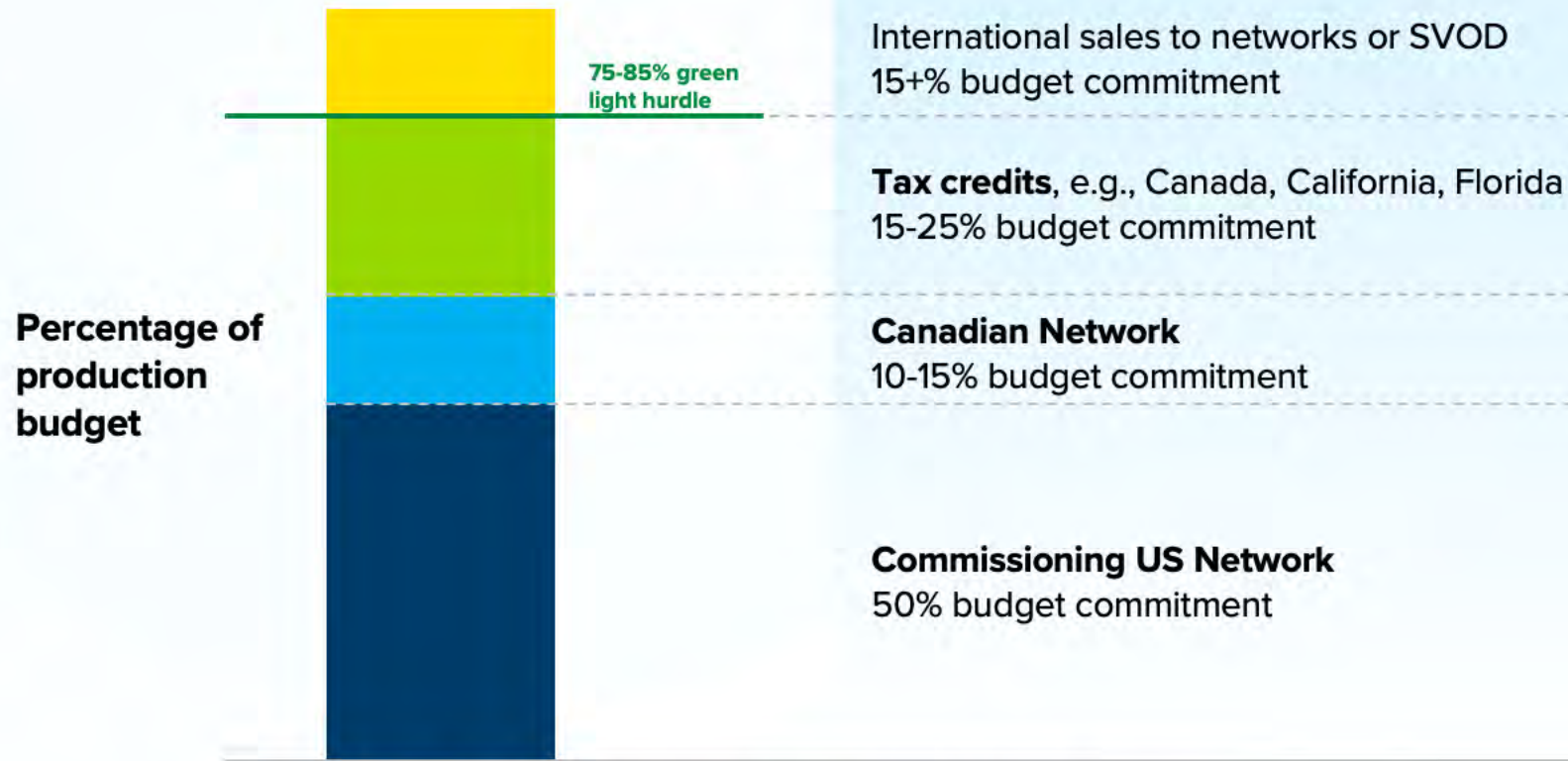
**Low  
Risk.  
Low  
Cost.**





# PRODUCTION FINANCING

# Low Risk. Low Cost.



Illustrative example, percentages are subject to change based on project

We retain all underlying IP rights to the content

Production-specific & non-recourse special purpose vehicles





ROYALTIES

2020

2021

THEATRICAL



STREAMING



VIDEO GAMING



\*Columbia Pictures





# Royalties, Participations and Advertising





PRODUCT DEVELOPMENT



baby  
alive



NERF  
ULTRA

# Investing in Innovation

~4.4%  
of Revenues





# Sustainable Cost Savings

Higher digital game depreciation  
and stock compensation

Target just under  
**21%** of  
revenue in 2020

Going  
to

**~20%**  
in 2022 as we  
achieve synergies

**\$50M**

cost savings run  
rate at year-end  
2019





INTEREST EXPENSE  
INTANGIBLE AMORTIZATION  
SHARE COUNT



# eOne and Other IP Investments

2020 FORECAST

~\$210M

Interest  
Expense

\$110M

Intangible Amortization  
(prior to fair valuing eOne assets)

~\$1.00  
EPS Impact  
in 2020

~138.6M

Share Count







# 2020 Combined Outlook

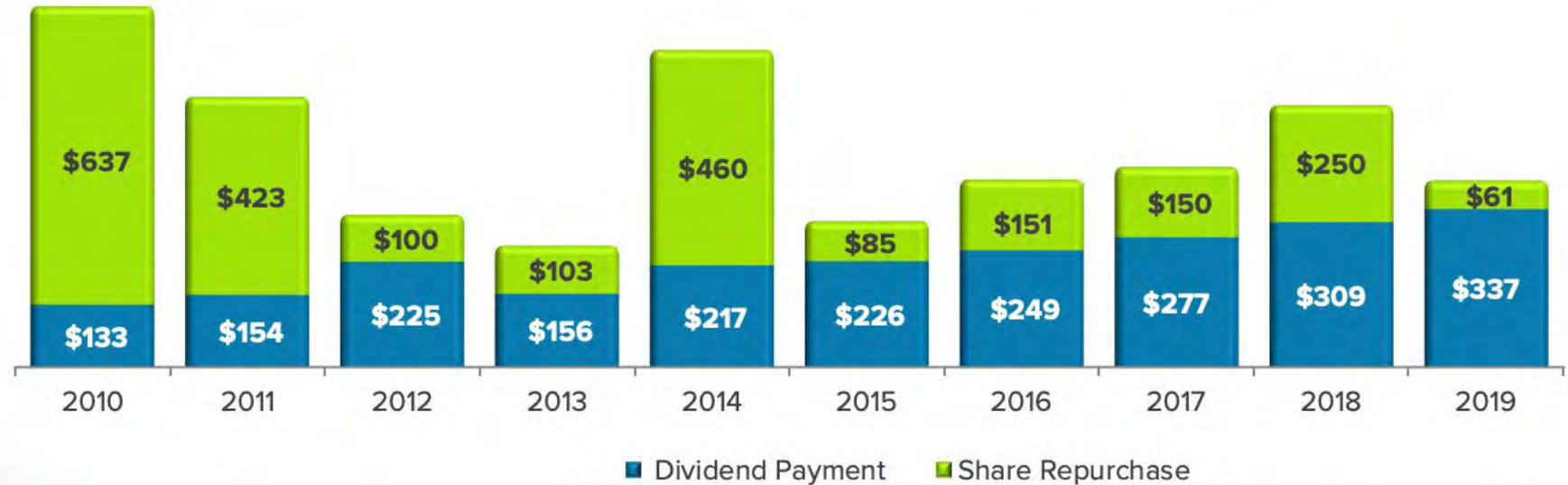
% of Net Revenues	2019 Pro Forma*	2020 Projected*	Comments Regarding 2020 Outlook
Cost of Sales	31.5%	30.5%-31.5%	Benefit of manufacturing diversification and favorable mix
Programming Amortization	8.4%	9.0%-10.0%	Content spend forecasted ~\$675M to \$750M
Royalties	10.7%	10.0%-11.0%	Partner Brand revenues planned to be 20-25% of total 2020 revenues plus eOne royalties and participations
Product Development	4.4%	~4.4%	Driven by Hasbro investment in innovation and gaming
Advertising	9.0%	9.0%-9.5%	New digital introductions and platforms driving efficiencies
Intangible Amortization	1.8%	~\$110M	Reflects eOne acquisition; Subject to change due to completion of fair value purchase price accounting
S D & A	20.8%	~21%	Sustainable cost savings offset by higher digital gaming depreciation and stock-based compensation
Interest Expense	~\$220M	~\$210M	Reflects debt to acquire eOne, as well as payment of eOne's outstanding debt
Underlying Tax Rate		21%	Could fluctuate by + or – 2% as we finalize the purchase accounting
Non-controlling Interest	0.1%	0.1%	Dividend paid to minority owners of eOne assets

\*Data excludes Non-GAAP charges and benefits during the periods as detailed in Hasbro's year-end earnings releases, as well as eOne non-GAAP items incurred in 2019. 2019 Combined Preliminary data subject to change due to finalization of U.S. GAAP reconciliations. 2020 Projected excludes all one-time costs associated with eOne acquisition and integration and subject to change based on finalization of purchase accounting. Adjusted EPS will exclude transaction amortization and one-time integration and acquisition related costs.





# Long History of Returning Cash to Shareholders



**Dividend +10%  
CAGR through  
2019**

**10 Years  
\$4.7B**

**Gross Debt to EBITDA  
target of 2.0 to 2.5X over  
the next 3 to 4 years**





# Capital Priorities

- ▶ **INVEST** in long-term profitable growth of Hasbro
- ▶ **RETURN** excess cash to shareholders
  - Committed to maintaining dividend
  - Suspended share repurchase
- ▶ **STRENGTHEN** balance sheet
  - Return to gross Debt to EBITDA target of 2.0 to 2.5X over the next 3 to 4 years
  - Goal of maintaining investment grade rating

Maintain  
Investment  
Grading

~\$375M  
DIVIDEND  
PAYMENT



2020  
TARGETS

**\$600-\$700M** per year,  
on average  
OPERATING CASH FLOW

**\$160M-\$180M**  
CAPITAL EXPENDITURES





# De-Leveraging Path

## 2020

Limited progress on de-leveraging due to synergy timing

~\$210 million dollars in interest expense

## Free Cash Flow

Most free cash, after dividend payment, to reduce debt

Next scheduled major debt maturity is \$300M due in 2021

## 2023

Expect to reach Debt to EBITDA target of 2.0 to 2.5X over the next 3 to 4 years

Achieved through both debt reduction and expected EBITDA growth



## Gross Debt to EBITDA

4.48X

2.0 to 2.5X  
over the next  
3-4 years

2019

2023





# Medium-term Objectives

## Revenues

Deliver mid-single digit revenue growth CAGR

## Operating Profit

Increase operating profit margin to above 15%

## EBITDA

Improve from 2019 adjusted EBITDA margin level of high-teens

## Operating Cash Flow

Generate operating cash flow of \$600-\$700M on average per year

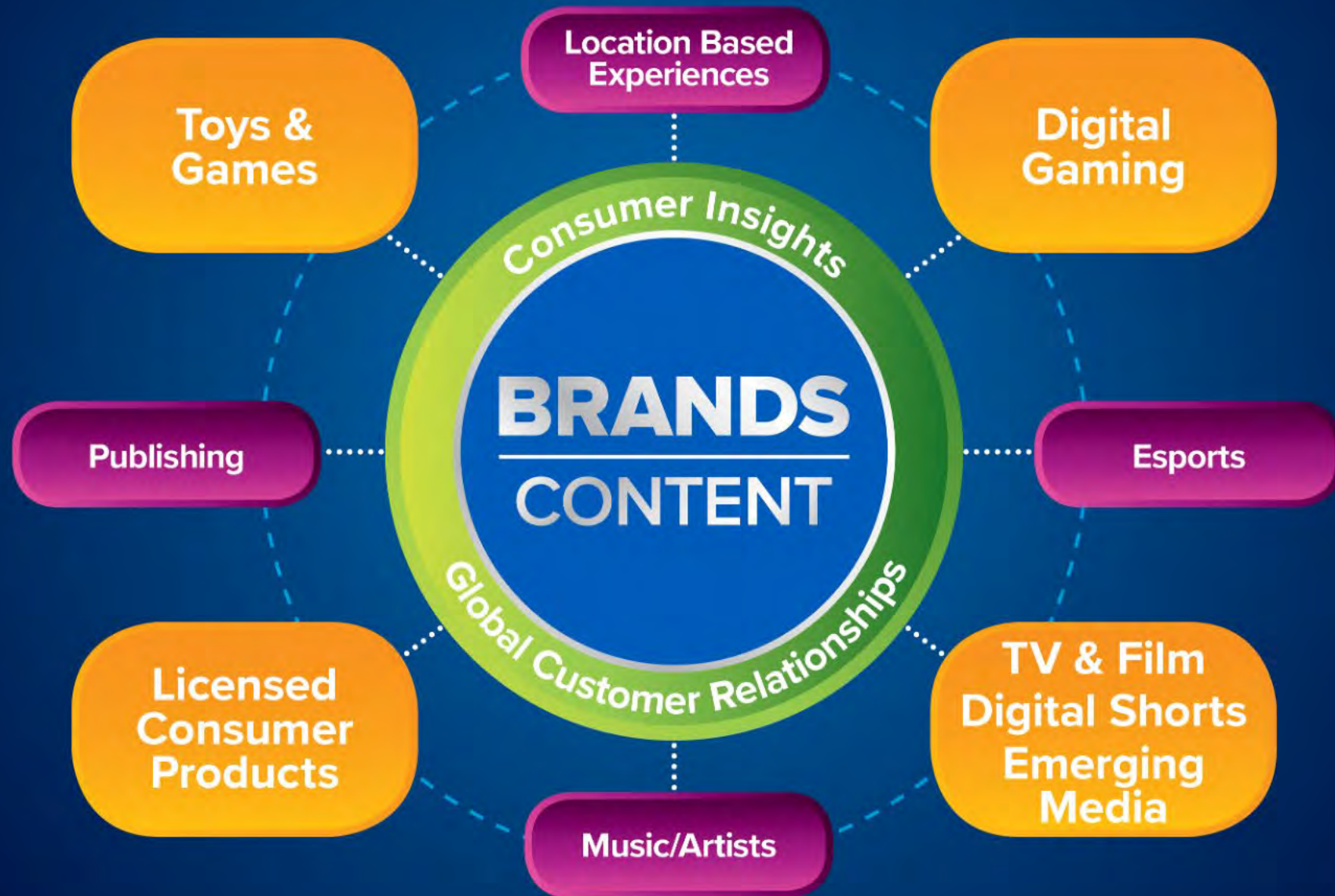
## Debt Target

Achieve gross debt to EBITDA of 2.0 to 2.5X over next 3 to 4 years





# Brand Blueprint





# Q&A







new york  
**toyfair**  
•2020•

