



toyfair



Debbie Hancock

Vice President, Investor Relations



Safe Harbor

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





Brian Goldner

Chairman of the Board and
Chief Executive Officer





INSIGHTS



STORYTELLING



INNOVATION



Brand Blueprint



Digital
Gaming

Toy & Game
Product Innovation

STORYTELLING

HASBRO BRANDS

CONSUMER INSIGHTS

Consumer
Products

Immersive Entertainment
Experiences

GLOBAL
MARKETS

Developed
Developing
Emerging

OMNI-CHANNEL RETAIL PARTNERSHIPS





#1
Toy & Game
Company
G11*



\$1B+
Investment

BLUEPRINT INVESTMENT

\$2B+
In Design &
Development



*Source: NPD and SIM POS data. G11 – US, UK, FR, GE, IT, SP, RUS, CAN, MEX, AUS, BR

TRANSFORMERS



my LITTLE PONY



MONOPOLY



Play-Doh



baby alive

Franchise Brands

NERF



MAGIC THE GATHERING





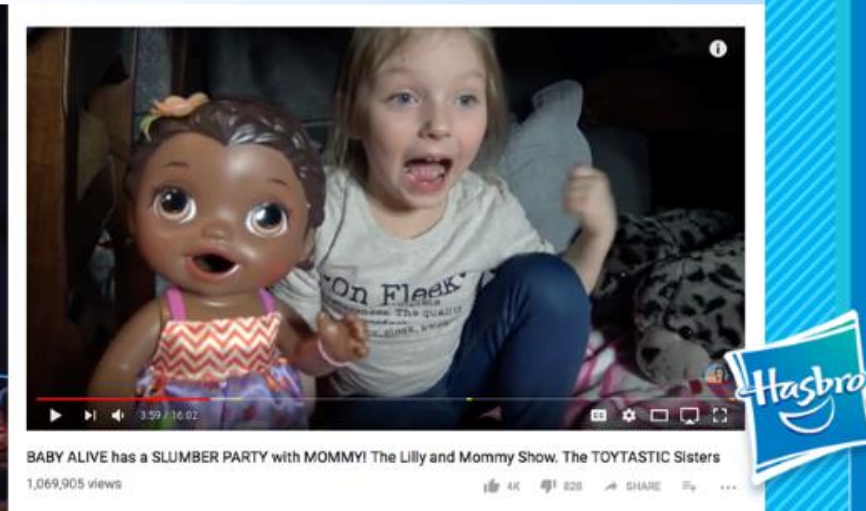
Evolution of Entertainment

TRANSFORMERS



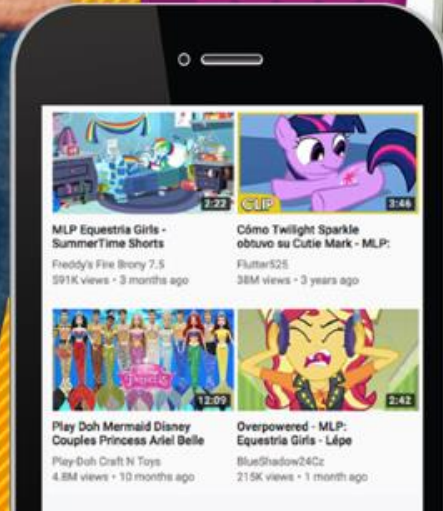


MODERN Story Play





Digital First



BATTLES S1 • E9
Nerf Blasters Battle | Dude Perfect
Dude Perfect
45M views • 2 years ago
Head to head Nerf battle time! >S...

Nerf Stranger Things
Twin Toys
1.8M views • 1 week ago
Nerf War: Stranger Things is brought to you by Twin Toys. In

Nerf: One Million Subscribers
Twin Toys
35M views • 10 months ago
In this episode of Twin Toys, twin kids, Eli and Liam Mommy, Daddy,

NERF: TANK BATTLE
PDK Films
4.2M views • 1 month ago





Stories **Build** Franchises



TRANSFORMERS
BUMBLEBEE
12/21/2018



Hasbro-Paramount Movie Slate

G.I. JOE

2020

MICRONAUTS

2020

**DUNGEONS
& DRAGONS**

2021

Paramount/Hasbro
Event Film

2021

All dates subject to change



video playing in room





#1
Toy Property
in 2017*

**STAR
WARS**

*Star Wars
is Forever*

© & ™ Lucasfilm Ltd.

Source: NPD G10 POS data (US, UK, FR, GE, IT, SP, RUS, CAN, MEX, AUS)

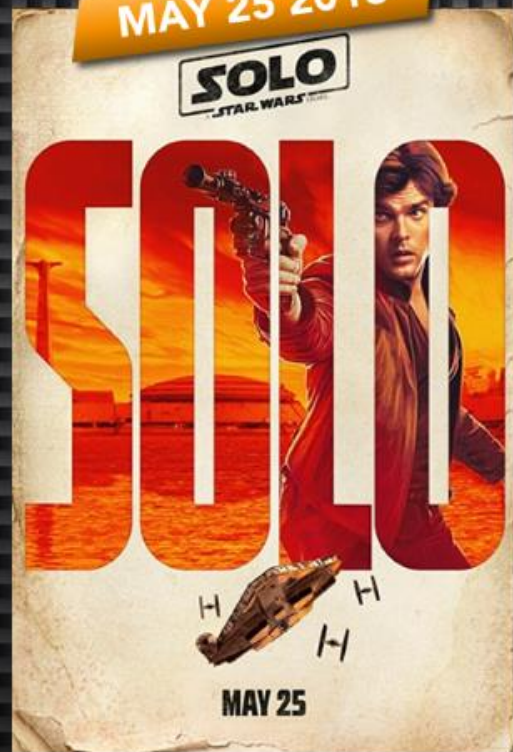


STAR WARS™

MARCH 2018



MAY 25 2018



Q3 2018



Q4 2018





STAR WARS 2018 Initiatives



ULTIMATE CO-PILOT
CHEWIE



HERO



VISION



MARVEL
AVENGERS
INFINITY WAR

WEEKLY Yahoo Entertainment
February 12 at 9:21am · 📍
Hasbro Gaming and Marvel want you to see the world through Iron Man's eyes. Here's how.



This new AR headset is the closest thing to being Iron Man
Timed to hit shelves when 'Avengers: Infinity War' is released, the Vision puts you inside the Iron Man's helmet.

TOYS AND COLLECTIBLES
This Iron Man Mask Could Be the Future of Toys

Alex Cruz
Monday 11:21am · Photo: HASBRO HERO VISION · 53K 35 6



engadg
Gear Game
HANDS ON

Hasbro's new AR helmet puts you inside Iron Man's armor
You'll have to provide your own mid-battle snark, though.



Hasbro

DESIGNED BY
HASLAB
ESTABLISHED 2018





Dramatic shifts in retail

Smaller physical stores

Shifting balance of power

Changing Retail Landscape

Ecommerce Growth

3x

Greater Than
Traditional
Retail

~20%

Hasbro's Global
Toy & Game
Sales



NERF

STRONGARM™



#1
TOY IN THE INDUSTRY
& U.S. TOY & GAME
MANUFACTURER Q4 2017
amazon
Source: One Click Retail

Global Ecommerce
Excellence



AWARD-WINNING Online Execution

Top 5
Ecomm Vendor
Walmart



BEST
Social Interaction
Prize
JD 京东
JD.COM



audio only



Content to Commerce



dp | DUDE PERFECT
SIGNATURE BOW
ARC • ARCO
ARC • ARCO



video playing in room



Omni-Channel Strength

MASS	TOY SPECIALIST	ECOMMERCE	VALUE/DISCOUNT/TRADITIONAL TRADE
IMPULSE (GROCERY/ DRUG/CONVENIENCE)	FAN	DEPARTMENT STORE	SPECIALTY (CLUB/ SPORTING GOODS, ETC)
<p>Drug</p> <p>Convenience</p> <p>Grocery</p>			<p>Club</p> <p>Military</p> <p>Travel/Duty Free</p> <p>Baby Channel</p> <p>Sporting Goods</p> <p>Electronics</p> <p>Books</p>



Geographic EXPANSION



LAZADA

GameStop

Детский мир





CHINA SUCCESS

Story-Led Brands



CCTV
中国中央电视台
CHINA CENTRAL TELEVISION

超级萌物风靡全球35年
变形金刚同门师妹来啦



6B+ Streaming Views



2月2日
上天下海 魔力有爱

中国电影集团公司 进口

美国狮门影片公司

美国狮门影片公司

华夏电影发行有限责任公司 发行



TRANSFORMERS



CCTV

中国中央电视台

CHINA CENTRAL TELEVISION

Partnership

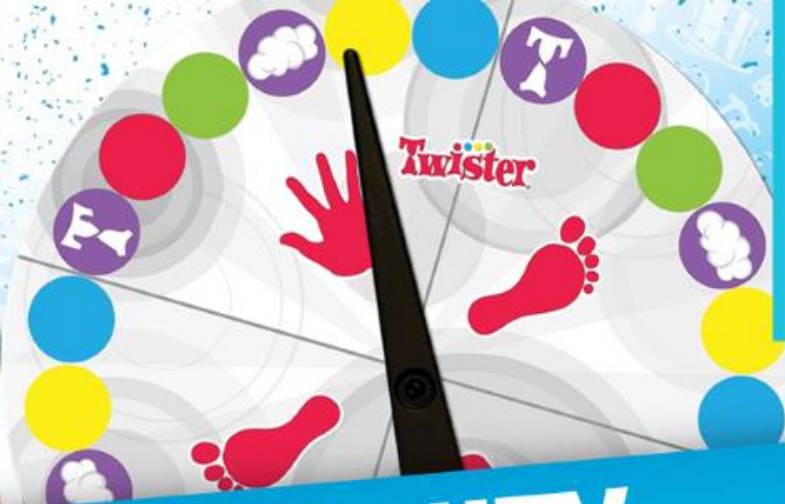
TRANSFORMERS NEZHA





China Digital Gaming





GAMING STRATEGIC OPPORTUNITY





BACKFLIP
STUDIOS

GAMING INVESTMENTS



MAGIC THE GATHERING
ARENA



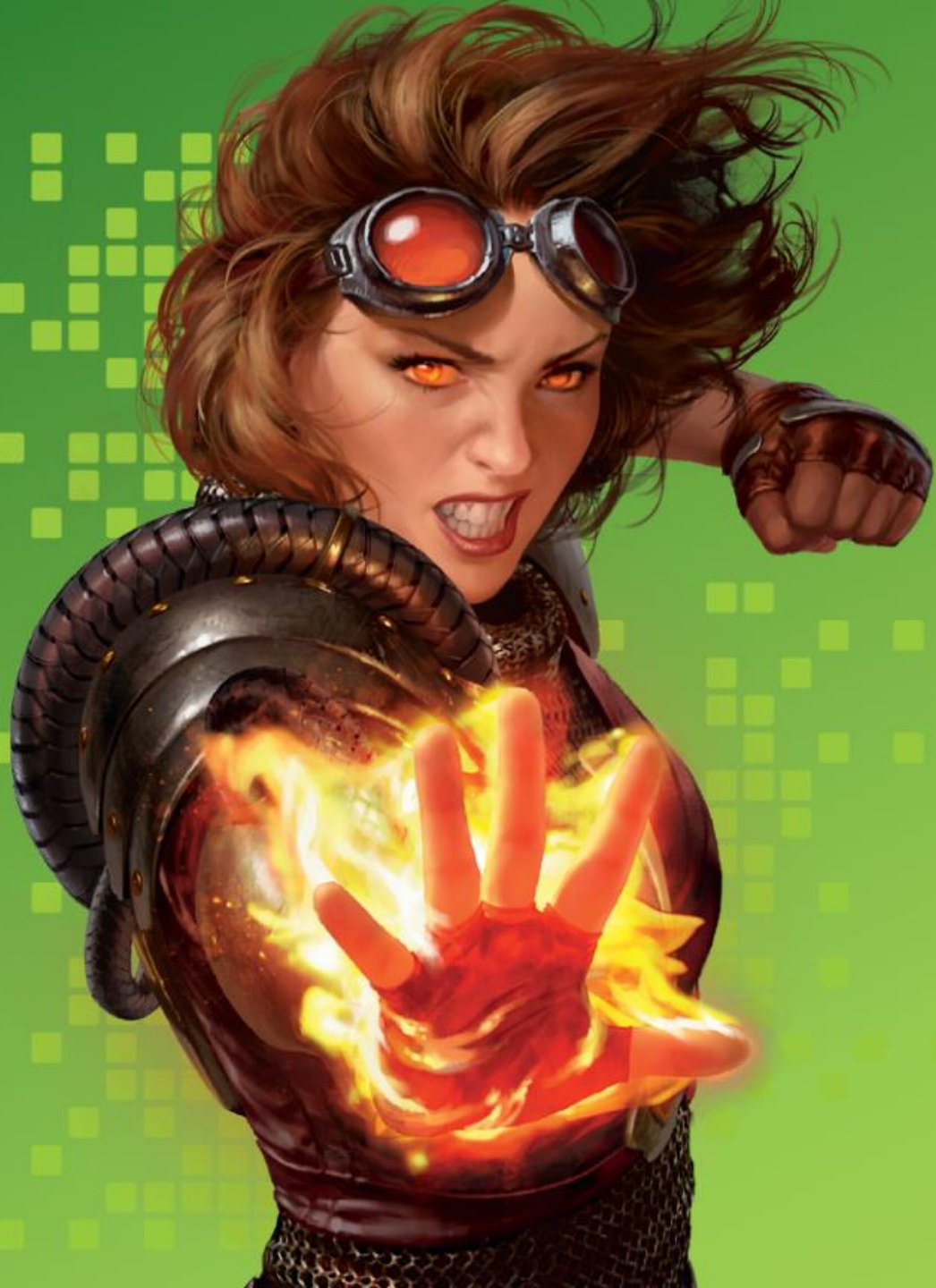


Medium-Term OBJECTIVES

- 1 Developed economies are targeted to grow low to mid-single digits through brand innovation and market share gains*
- 2 Target continued double-digit growth in emerging markets*
- 3 We believe operating profit margins are sustainable and can grow slightly in the near term; focused on improvement over the next two to three years
- 4 We expect to generate operating cash flow in the amount of \$600M to \$700M on average

*Excluding the impact of foreign exchange





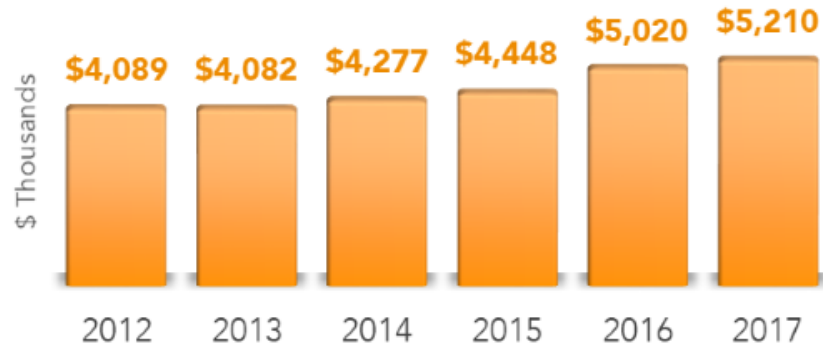
Deb Thomas

Chief Financial Officer

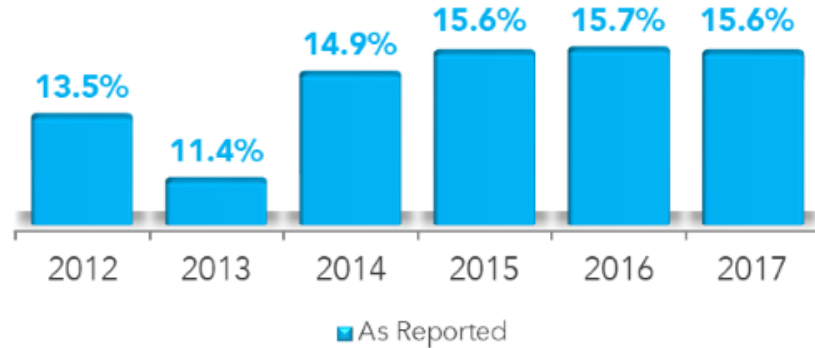


Building Shareholder Value

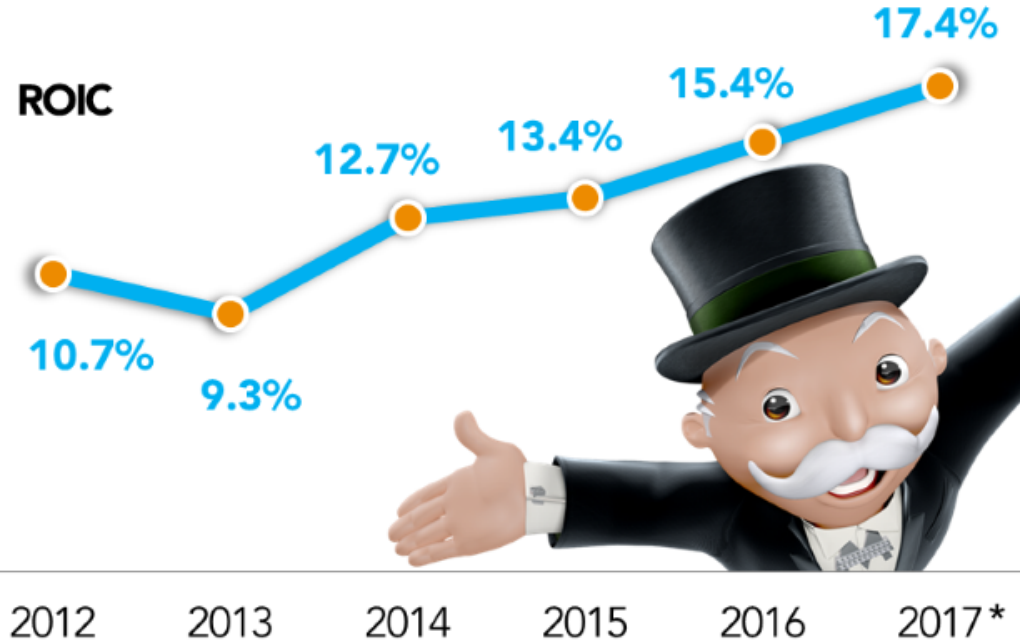
REVENUE GROWTH



OPERATING PROFIT MARGIN EXPANSION



NET EARNINGS/(SHORT TERM DEBT + LONG TERM DEBT + SHAREHOLDER'S EQUITY)



*Year end 2017 ROIC excludes impact of U.S. tax reform; Including tax reform ROIC was 10.8%. All other years are as reported.

ALLSPARK
PICTURES
A HASBRO COMPANY

Discovery
Family

Entertainment Investments



Hasbro

Hasbro Film Participation

**BIGGER
SHARE**
of Franchise
Economics

Past	IP OWNER	Current
✓	Rights Fees Fixed and Variable as IP Participant	✓
PRODUCER		
✓	Producer Fee Fixed and Variable as Producer Participant	✓
MERCHANDISE LICENSEE		
✓	Toy as wholesale, Consumer Products as licensor Variable royalty expense based on merchandise revenue	✓
PRODUCTION FUNDING		
	Box office participation after production and release costs Variable based on performance	✓



Film Financing Cash Flow



\$ = Lowest Impact
\$\$\$ = Biggest Impact

0-18 MONTHS PRIOR
TO FILM RELEASE

YEAR 1
POST FILM RELEASE

YEAR 2
POST FILM RELEASE

	0-18 MONTHS PRIOR TO FILM RELEASE	FILM RELEASE	YEAR 1 POST FILM RELEASE	YEAR 2 POST FILM RELEASE
Total Production Budget	\$ (150.00)			
Paramount Funded	\$ (100.00)			
Hasbro Funded	\$ (37.50)			
Potential Financing Partner Funded	\$ (12.50)			
IP Owner Income	\$ fixed		\$ variable box office performance	\$ variable box office performance
Producer Income	\$ fixed		\$ variable box office performance	\$ variable box office performance
Merchandise			\$\$\$	\$\$
Production Funding				\$37.50 and \$ variable box office performance

Note: Illustrative example; Not representative of any specific project



Film Financing Balance Sheet Impact

	0-18 MONTHS PRIOR TO FILM RELEASE	FILM RELEASE	YEAR 1 POST FILM RELEASE	YEAR 2 POST FILM RELEASE
\$ = Lowest Impact \$\$\$ = Biggest Impact				
Cash, Out	\$ (37.50)			
Cash, In	\$		\$\$	\$37.50 + \$\$\$
Film Asset, Gross	\$ 37.50	\$ 37.50	\$ 37.50	\$ 37.50
Film Amortization (accumulated)			\$ (15.00)	\$ (30.00)
Film Asset, Net	\$ 37.50	\$ 37.50	\$ 22.50	\$ 7.50

Note: Illustrative example; Not representative of any specific project



Film Financing Income Statement Impact

\$ = Lowest Impact
\$\$\$ = Biggest Impact

	0-18 MONTHS PRIOR TO FILM RELEASE	FILM RELEASE	YEAR 1 POST FILM RELEASE	YEAR 2 POST FILM RELEASE
IP Owner Revenue	\$		\$	\$
Producer Revenue	\$		\$	\$
Merchandise			\$\$\$	\$\$
Production Revenue				\$37.50 \$\$
Total Revenue				
Merchandise Royalty Expense			\$	\$
Film Amortization Expense			\$15.00	\$15.00

Note: Illustrative example; Not representative of any specific project



my LITTLE PONY
The
MOVIE

Industry-leading Storytelling

\$100-\$125M Cash Spend on Film & TV 2018

ALLSPARK
PICTURES
A HASBRO COMPANY



Discovery
Family

BOULDER
MEDIA



Updated

Brand Portfolio Presentation

	OLD FORMAT: 2015	NEW FORMAT: 2015	OLD FORMAT: 2016	NEW FORMAT: 2016	OLD FORMAT: 2017*	NEW FORMAT: 2017*
Franchise Brands	\$2,285,414	\$2,253,707	\$2,327,668	\$2,375,266	\$2,567,962 49%	\$2,690,394 52%
Partner Brands	\$1,101,305	\$1,101,305	\$1,412,770	\$1,412,770	\$1,271,597 24%	\$1,271,597 24%
Hasbro Gaming	\$662,319	\$662,319	\$813,433	\$813,433	\$893,019 17%	\$893,019 17%
Emerging Brands	\$398,471	\$430,178	\$465,951	\$418,353	\$477,204 9%	\$354,772 7%

* % of full-year revenues

Beginning in Q1 2018, Baby Alive is included in Franchise Brands and Littlest Pet Shop in Emerging Brands.

New Historical Brand Portfolio Presentation by Quarter is available at <http://investor.hasbro.com/>



Omni-Channel Strength

MASS	TOY SPECIALIST	ECOMMERCE	VALUE/DISCOUNT/TRADITIONAL TRADE
IMPULSE (GROCERY/ DRUG/CONVENIENCE)	FAN	DEPARTMENT STORE	SPECIALTY (CLUB/ SPORTING GOODS, ETC)
<p>Drug</p> <p>Convenience</p> <p>Grocery</p>			<p>Club</p> <p>Military</p> <p>Travel/Duty Free</p> <p>Sporting Goods</p> <p>Electronics</p> <p>Books</p>

NEW SYSTEMS



PACKAGING



OPERATING EXCELLENCE

ECOMM

DATA



The screenshot displays the Amazon website interface for My Little Pony products. At the top, there's a navigation bar with the Amazon logo, a search bar, and links for account and orders. Below the navigation, a banner for 'My Little Pony' features a 'SHOP NOW!' button and the text 'Your Favorite My Little Pony Costumes'. To the right of the banner are several product links with 'Shop now' buttons. Below the banner, a section titled 'My Little Pony New Arrivals' shows a row of seven product listings, each with a small image, the product name, a star rating, and the price.

Product Name	Rating	Price
My Little Pony Friendship is Magic	4.4	\$6.00
My Little Pony Friendship is Magic	4.29	\$10.74 +prime
My Little Pony Friendship is Magic	4.26	\$13.96 +prime
My Little Pony Friendship is Magic	4.19	\$14.50 +prime
My Little Pony Friendship is Magic	4.26	\$9.55 +prime
My Little Pony Friendship is Magic	4.30	\$15.88 +prime
My Little Pony Friendship is Magic	4.4	\$4.02 +prime



FRANCHISE BRANDS

ENTERTAINMENT & LICENSING

EMERGING MARKETS
























Operating Profit Levers



HASBRO GAMING



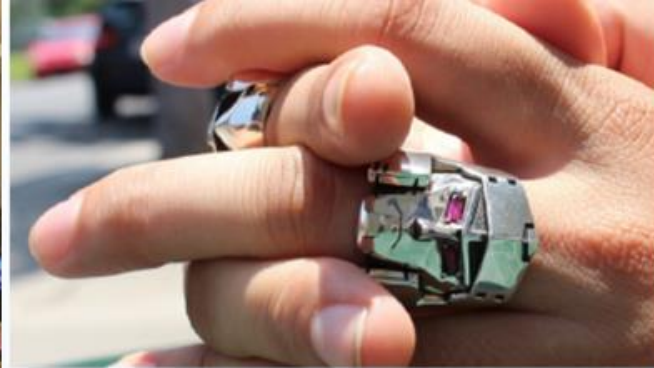
Revenue Phasing

2017	Q1	Q2	Q3	Q4	
	 	   	 	 	
2018	 	 	  	  	  

5-Year Historical Average Percent of Full Year Revenue and Operating Profit

Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Profit	Revenue	Operating Profit
16%	8%	18%	12%	34%	44%	32%	36%





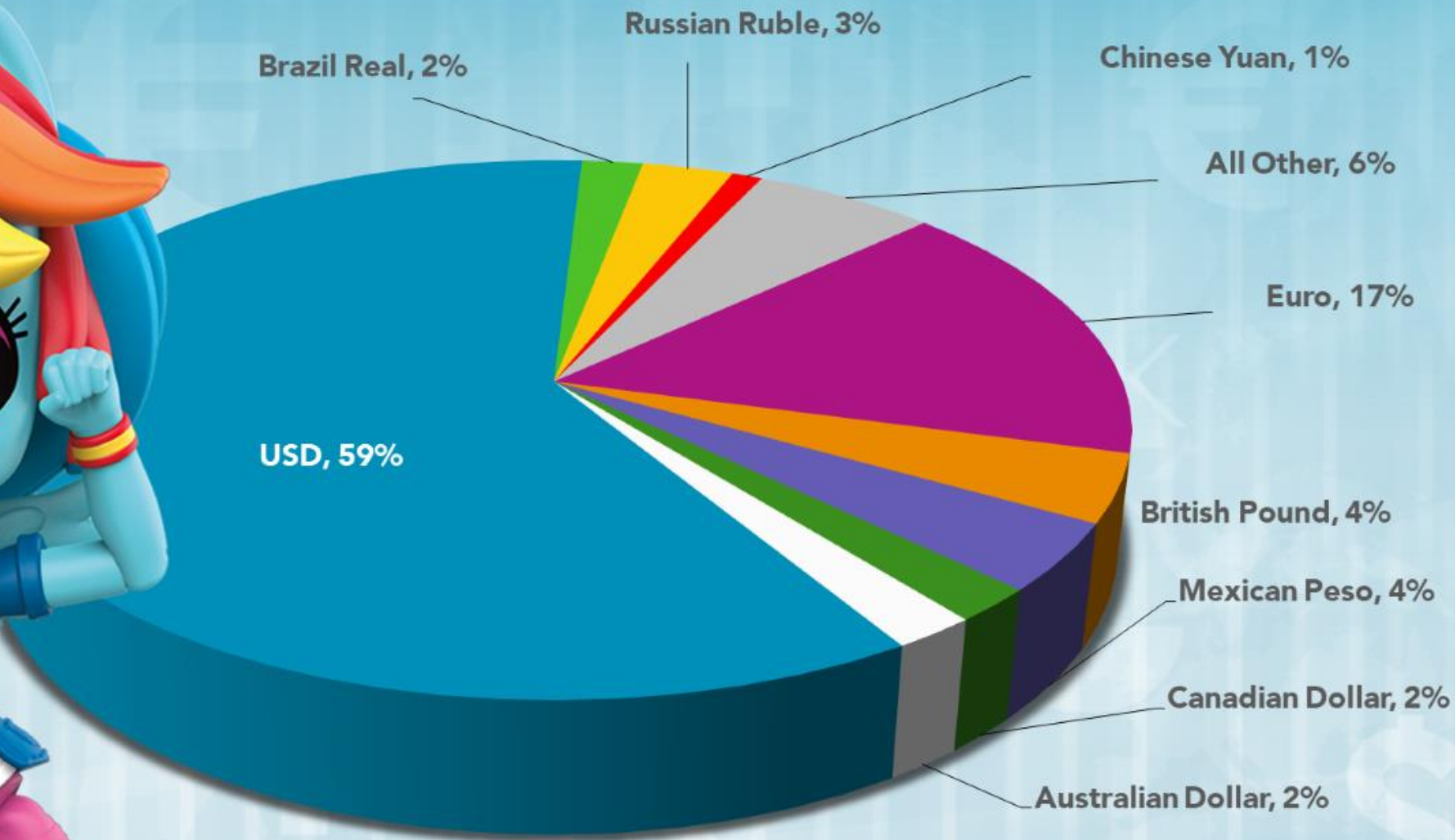
YOU COULD
**WIN A HASBRO®
GAME BUNDLE**



Revenue Recognition: ASC 606



2017 Net Revenues by Currency





2018 Cost and Expense Trends

% of Net Revenues	Actual 2014	Actual 2015	Actual 2016	Actual 2017	2018 Trends	Comments Regarding 2018 Trends
Cost of Sales	39.7%	37.7%	38.0%	39.0%	➔	Target return to 2016 levels as hedging forecast to be neutral impact and we leverage systems investments
Royalties	7.2%	8.5%	8.2%	7.8%	↔	Partner Brand Revenues planned to be 20-25% of total 2018 revenues; represented 24% in 2017
Product Development	5.2%	5.5%	5.3%	5.2%	➔	Investment in innovation
Advertising	9.8%	9.2%	9.3%	9.6%	↔	Similar % of revenue targeted for 2018
Intangible Amortization	1.2%	1.0%	0.7%	0.6%	➔	Projecting \$17M in 2018 vs \$29M in 2017 as additional assets become amortized
Programming Amortization	1.1%	1.0%	0.7%	0.7%	↔	Cash spend on film and TV planned to increase to \$100-\$125M for 2018
S D & A	20.8%	21.7%	21.5%	21.6%	➔	IT Depreciation peaks in 2018
Interest Expense	2.2%	2.2%	1.9%	1.9%	↔	Consistent with historical trends as % of revenues
Underlying Tax Rate	26.5%	26.4%	24.5%	19.9%	➔	2018 underlying tax rate in range of 15-17%, excluding discrete tax events and further clarification on U.S. tax reform

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



2017

Input Cost of Sales Components



Board/Paper/Print	6.9%
Resins	5.1%
Electronics/Metals	2.2%
All Other	4.1%
Total	18.3%

Cost of Sales as a % of Revenue

Revenue	100%
Cost of Sales	39.0%
Gross Margin	61.0%
Labor	8.7%
Factory Overhead	6.8%
Freight/Import Costs	2.3%
Tooling	1.8%
Inventory Variances	1.2%
Total	20.7%


Cost of Sales 39.0%






2018 Cost and Expense Trends

% of Net Revenues	Actual 2014	Actual 2015	Actual 2016	Actual 2017	2018 Trends	Comments Regarding 2018 Trends
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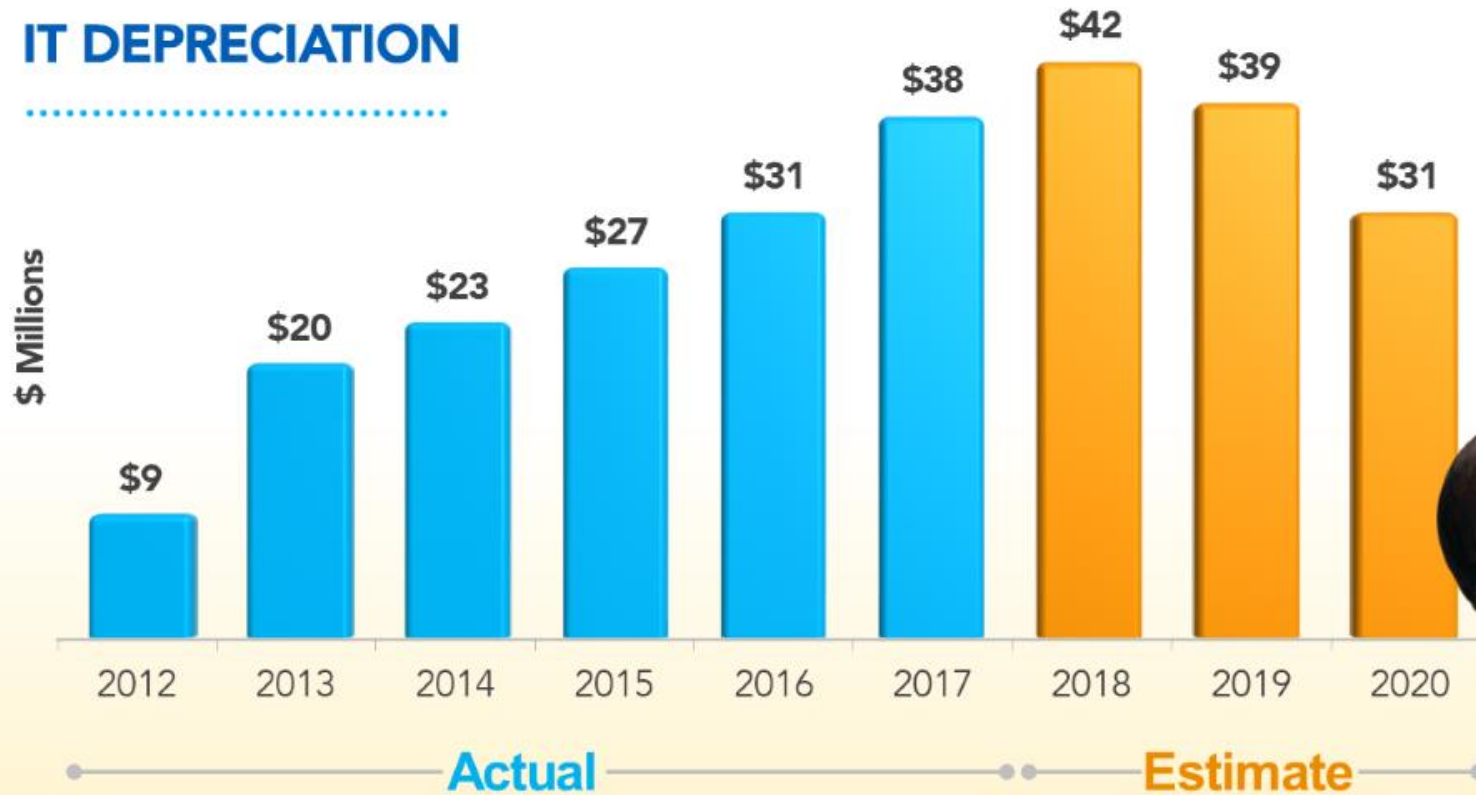
Intangible Amortization



Depreciation Peaks in 2018

Beginning to Benefit from Greater Efficiencies

IT DEPRECIATION



Non-Op

Other Expense (income), net		FY2017	FY 2016	FY 2015
Interest Income	RECURRING	\$(22.2)	\$(9.4)	\$(3.1)
Foreign Currency (Gains) Losses		(1.3)	\$32.9	\$16.1
Earnings from Discovery Family Channel	RECURRING	(23.3)	(23.8)	(19.0)
Revaluation of Tax Sharing Liability		(19.9)	--	--
Gain on Sale of Assets		(3.3)	(6.2)	(9.4)
Other		(4.1)	4.6	6.3
Total*		\$(74.1)	\$(1.8)	\$(9.1)

*May not total due to rounding for presentation format



2017 Drivers

- 2017 Foreign currency gain versus loss in 2016
- Higher interest income from higher cash balances
- Gain on revaluation of tax sharing liability as a result of U.S. Tax Reform (non-recurring)



Non-Op

Other Expense (income), net		FY2017	FY 2016	FY 2015
Interest Income	RECURRING	\$(22.2)	\$(9.4)	\$(3.1)
Foreign Currency (Gains) Losses		(1.3)	\$32.9	\$16.1
Earnings from Discovery Family Channel	RECURRING	(23.3)	(23.8)	(19.0)
Revaluation of Tax Sharing Liability		(19.9)	--	--
Gain on Sale of Assets		(3.3)	(6.2)	(9.4)
Other		(4.1)	4.6	6.3
Total*		\$(74.1)	\$(1.8)	\$(9.1)

*May not total due to rounding for presentation format



Tax Outlook



2017	2017 Underlying Tax Rate	19.9%	Tax Planning; Reevaluation of Current Reserves Creates Sustainable Lower Tax Rate PRIOR to U.S. Tax Reform
	2017 Effective Tax Rate (excluding U.S. tax reform)	9.5%	Stock Compensation; Tax Planning; Reassessment of reserves and audit settlements
	Full Year 2017 GAAP Rate	49.6%	Estimated one-time deemed repatriation tax liability and adjustments to the Company's deferred tax assets and liabilities to reflect a lower U.S. corporate tax rate.
2018	2017 Underlying Tax Rate	19.9%	
	2018 Underlying Tax Rate	15-17%	Favorable impact of U.S. Tax Reform subject to further guidance

Tax Outlook



2017	2017 Underlying Tax Rate	19.9%	Tax Planning; Reevaluation of Current Reserves Creates Sustainable Lower Tax Rate PRIOR to U.S. Tax Reform
	2017 Effective Tax Rate (excluding U.S. tax reform)	9.5%	Stock Compensation; Tax Planning; Reassessment of reserves and audit settlements
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2018	2017 Underlying Tax Rate	19.9%	
	2018 Underlying Tax Rate	15-17%	Favorable impact of U.S. Tax Reform subject to further guidance



Capital PRIORITIES

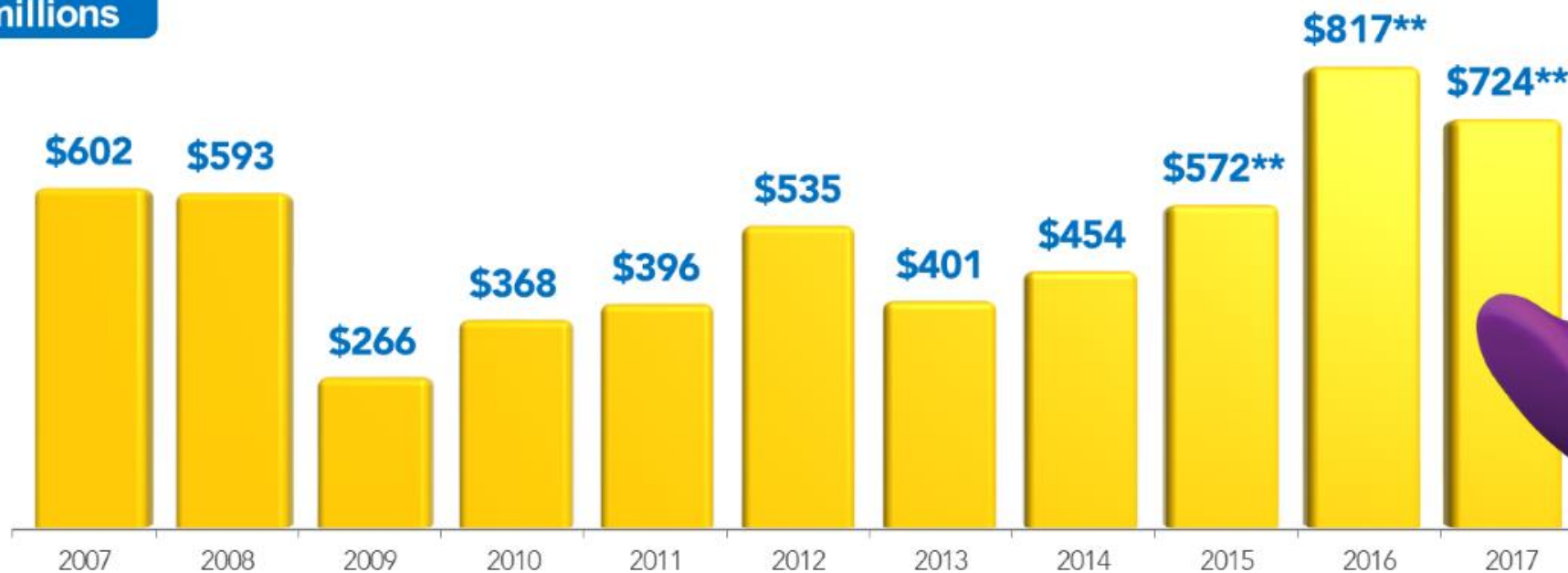
- Invest in the long-term profitable growth of Hasbro
- Return excess cash to shareholders through dividend and stock repurchase program
- Committed to goal of maintaining an investment grade rating and access to commercial paper market



Consistently Strong Cash Flow

Operating Cash
Flow Target:
**\$600-
\$700M***
On Average

In millions



*Including \$100-\$125 million of expected production spend in 2018

**2015-2017 Operating Cash Flows have been restated to reflect the adoption of ASU 2016-09



Capital Priorities

Dividend & Share Repurchase



↑ 11%
2018 Quarterly
Dividend Increase

↑ Dividend +13%
on Average
Over 10 Years

10 Years
\$4.4B



*2012 and 2013 annual dividend rates have been adjusted to move accelerated payment paid in 2012 to 2013

STORYTELLING



CONSUMER PRODUCTS



DIGITAL FIRST



GAMING





John Frascotti

President





Digital First





Insights & Analytics



SOCIAL LISTENING

BILLIONS OF WINDOWS



PROPRIETARY SOCIAL LISTENING TOOLS



REACTIONS

MEMES

AGGREGATORS

YOUTUBE VIEWS

UPVOTES



Reinventing HASBRO GAMING

with Digital Listening



video playing in room



video playing in room



QUICK



STRIKE

Social LISTENING

RAPID Development

Speed to MARKET





PEOPLE

- Cross Functional Teams
- Early Alignment

PROCESS

- React Quickly to Digital Insights
- Digital Design & Modeling Technologies

PRODUCT

- Relevant Innovation
- Faster Product-to-Market

CUSTOM TARGETED
AUDIENCES

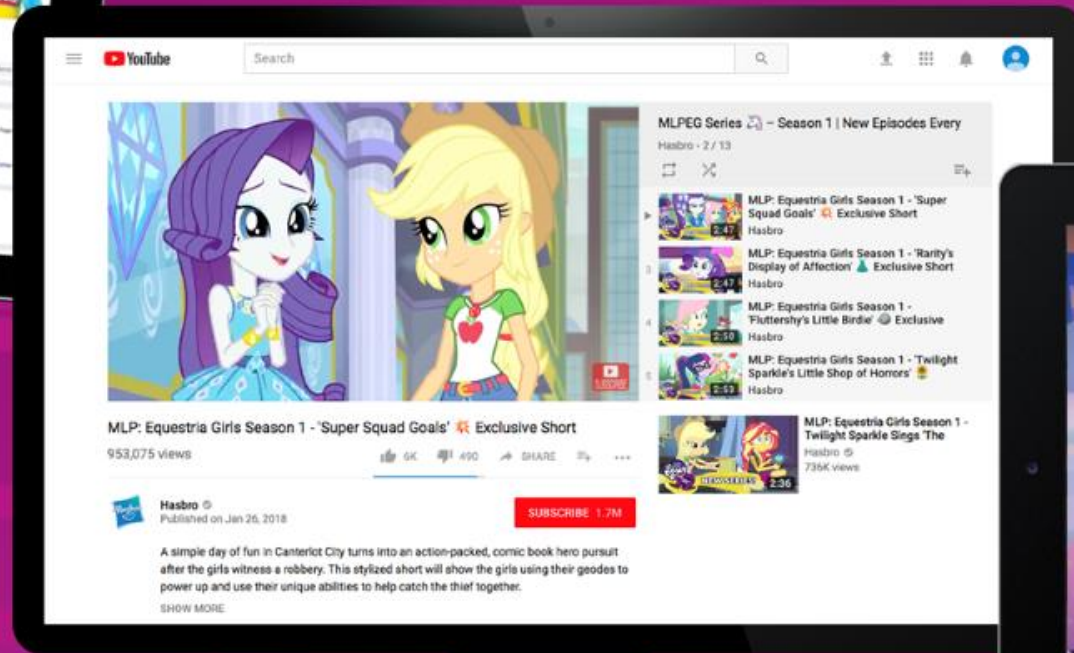
MOMENTS THAT
MATTER

Digital MEDIA



DIGITAL CONTENT

1.15B
2017
YOUTUBE
VIEWS



1B+
MINUTES
WATCHED
IN 2017





DIGITAL ANALYTICS

Littlest
Pet
Shop

Content
Creation

HAÑA
ZÜKI

Hasbro





Baby Alive Packing For First Sleepover! Molly Helps Lily Pack Her Suitcase!
590,703 views



DIY How to make Play Doh Rainbow Colours Paint and Palette Fun Creativity
16,968,817 views



User-Generated Content



Equestria Girls Movie Theater - Family Fun Playtime With My Little Pony Toys and Dolls
1,355,943 views



TRANSFORMERS TURBO CHANGER Optimus Prime Bumblebee Dragonstorm Megatron Grimlock Ckn Toys



FATHER & SON PLAY PIE FACE SHOWDOWN!
4,853,747 views

TURBO TOY TIME TurboToyTime
Published on Apr 1, 2017



14.5+ BILLION
LIFETIME VIEWS

6+ BILLION
LIFETIME VIEWS

60+ BILLION
LIFETIME VIEWS

NERF



Nerf War: First Person Shooter 9
 PDK Films • 84M views • 11 months ago
 Nerf War: First Person Shooter 9, brought to you by PDK Films! In this Nerf War, Paul must secure a burrito which is in a house full of



Nerf War: First Person Shooter 9
 PDK Films • 84M views • 11 months ago
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live morning routine
 Princess Core
 108

baby alive

Baby Alive video, going to The baby Alive Adoption Center to adopt a new
 Amy Sanchez • 1.8M views • 11 months ago
 We go to baby Alive adoption center to adopt a new. Come see who we chose. Don't forget to like and subscri



Play-Doh

MODELING COMPOUND



User-Generated Content

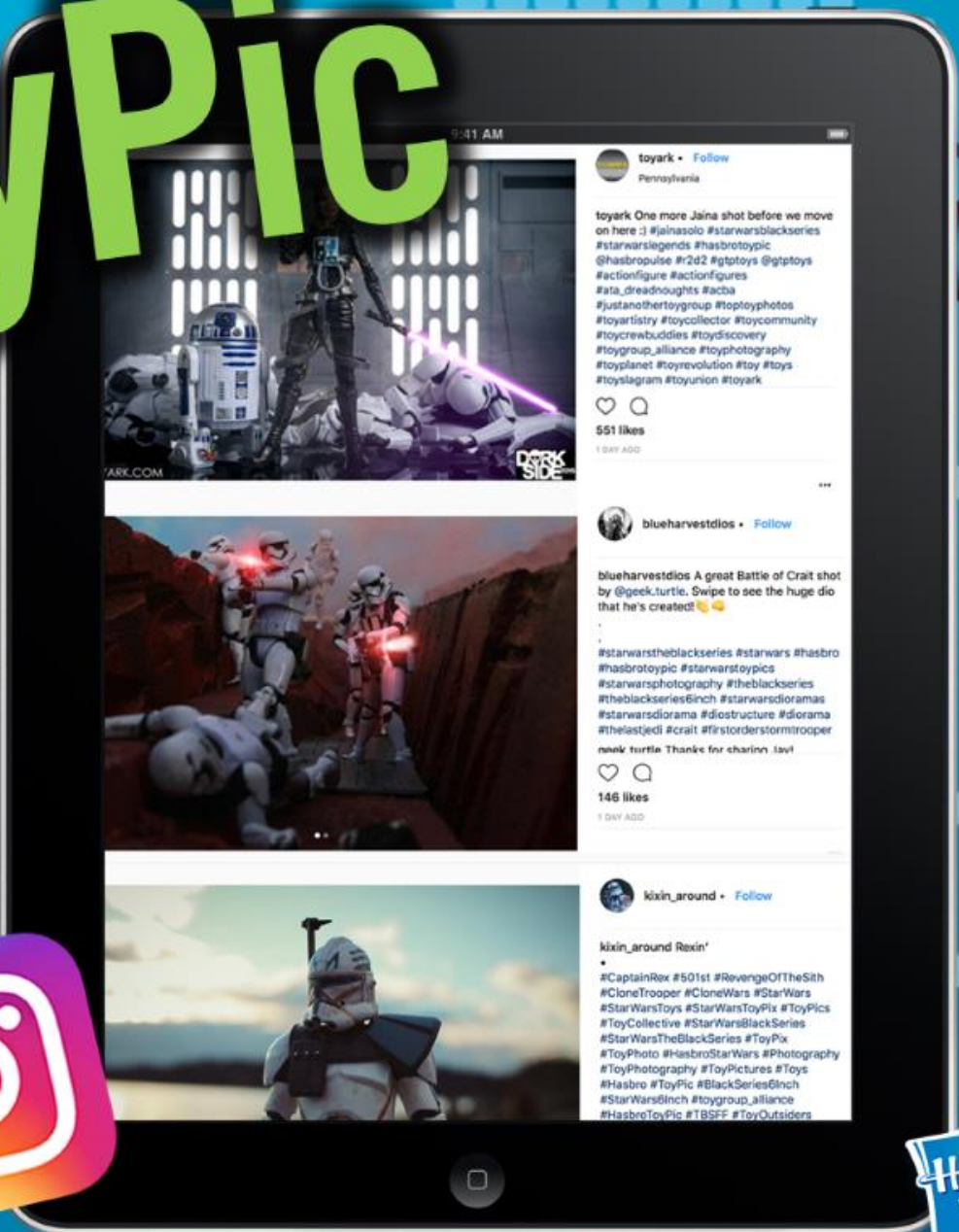
BABY ALIVE has a SLUMBER PARTY with MOMMY! The Lilly and Mommy
 The TOYTASTIC Sisters
 3K 676

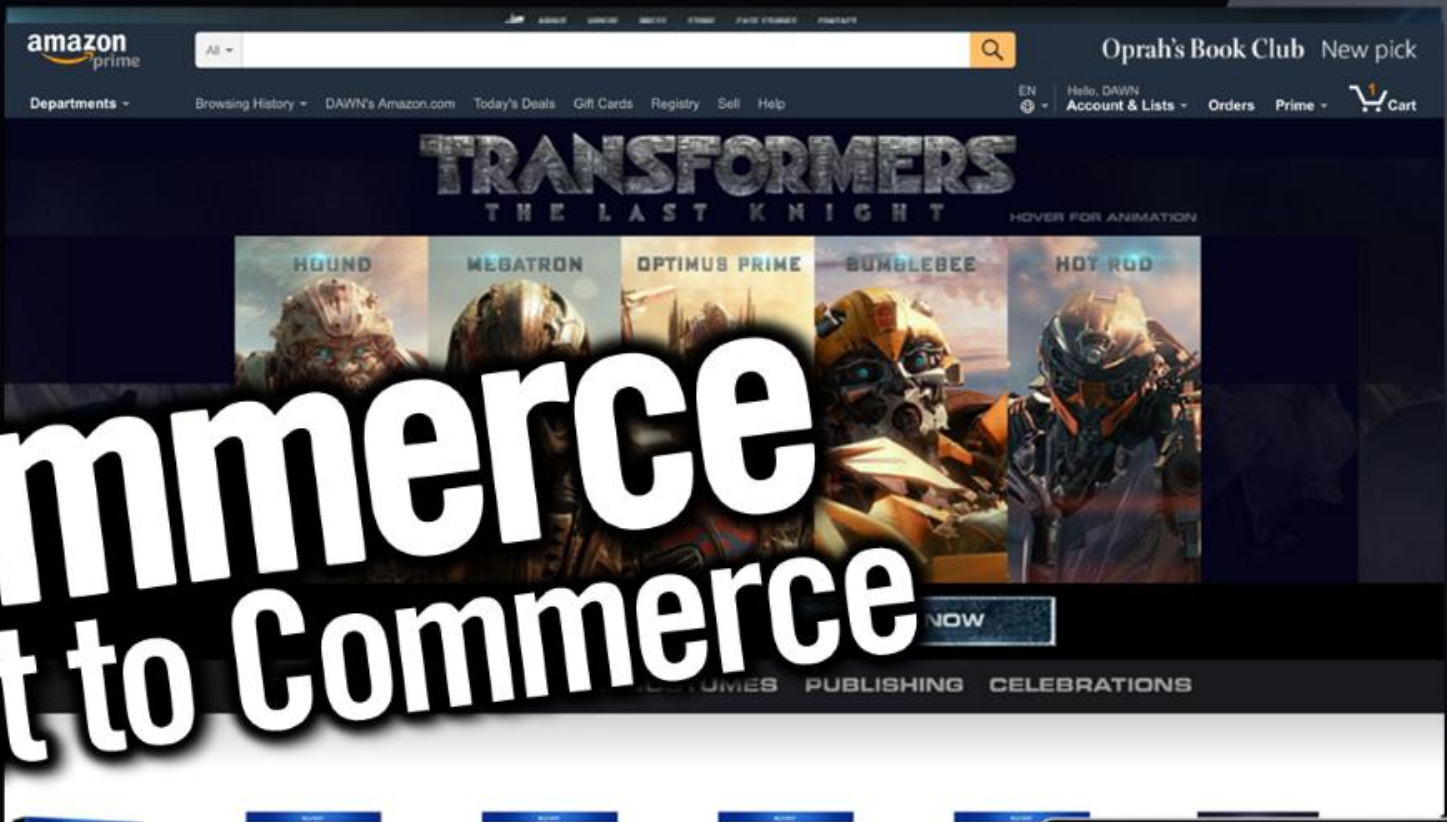
BABY ALIVE Pumpkin, R
 Baby Dolls & Little
 We have so much fun with Baby our videos with you! Come stop



#HasbroToyPic

STAR WARS™





Ecommerce Content to Commerce





NERF WAR: TANK BATTLE
1,316,539 views



FanSided @fansided

Exclusive: @Hasbro reveals #MyLittleEquestriaGirlsFriendshipPowerfigs
fansided.com/2018/02/01/exc ...

1:16 PM - 1 Feb 2018

3 Retweets 19 Likes

Digital First



Hasbro @Hasbro

Thieves, your time is up! Rat 'em out with the Monopoly CheatBot:
go.hasbro.ro/2mSdRLL #MonopolyCheater

0:06 376 views



my LITTLE PONY



TRANSFORMERS



baby alive

HASBRO BRANDS

MARVEL



Jenga



DUNGEONS & DRAGONS



DC STRETCH ARMSTRONG



Disney PRINCESS



furReal



Hasbro



Franchise Brands





Consumer Products





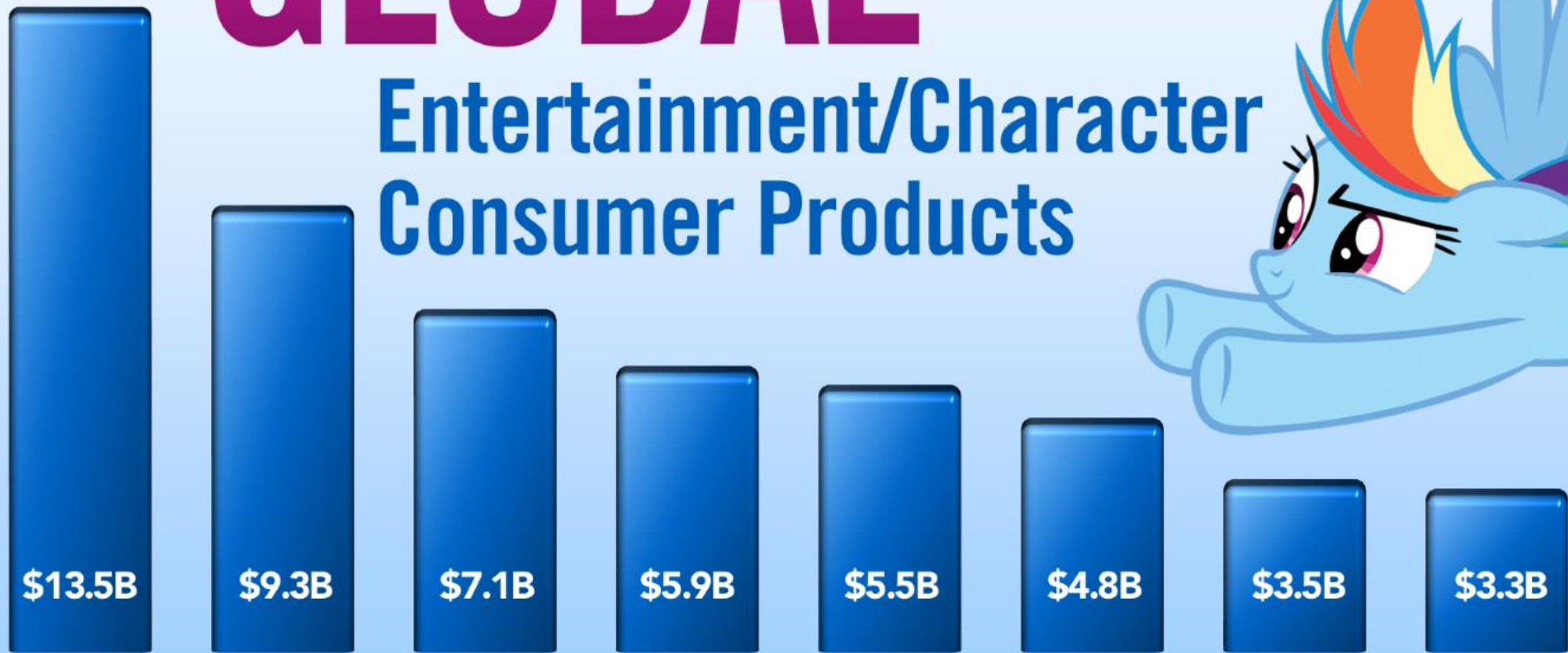
ACCELERATING

Consumer Products Globally



GLOBAL

Entertainment/Character Consumer Products



LICENSED
APPAREL

ACCESSORIES

PUBLISHING

PAPER
PRODUCTS

FOOD &
BEVERAGE

HOME DÉCOR/
HOUSEWARES

CONSUMER
ELECTRONICS

HEALTH &
BEAUTY





HOT TOPIC

stride rite.

XTEP

GAP



f.
saga falabella.



UNI
QLO

Direct to RETAIL PROGRAMS

falabella

peteralexander

COTTON
ON
GROUP™



PET SMART



Party City
THE DISCOUNT PARTY SUPER STORE



50,000 DOORS



Pop Culture Engagement





Pop Culture to Retail



SOCIAL MEDIA

BAIT

HYPEBEAST
VOGUE

EDITORIAL

ELLE

GLAMOUR

NICE KICKS

PRIMARK*

BARNEYS
NEW YORK

bloomingdales

DEPARTMENT/
SPECIALTY

SAKS
FIFTH
AVENUE

NORDSTROM

URBAN OUTFITTERS

FOREVER 21

PACSUN

claire's

TOPSHOP

OLD NAVY

FAST
FASHION

ZARA

H&M

meijer

JCPenney

STEVENS

★ macy's

Walmart

MID-MARKET
MASS MARKET



Justice

HOT TOPIC

K
kmart

amazon.com*

KOHL'S

TARGET



Total Franchise ACTIVATIONS

WALMART.COM/TRANSFORMERS

TRANSFORMERS
THE LAST KNIGHT



PERNAMBUCANAS



Liverpool

ALEXIA—
ULIBARRI



Theme Parks



Location-Based Experiences



Carnival Cruise Lines



Touring Shows

Transformers Digital
Centers



Nerf Family Entertainment
Centers



Location-Based Experiences



Hotels

TRANSFORMERS





12
Languages

Publishing & Music



50+
Albums



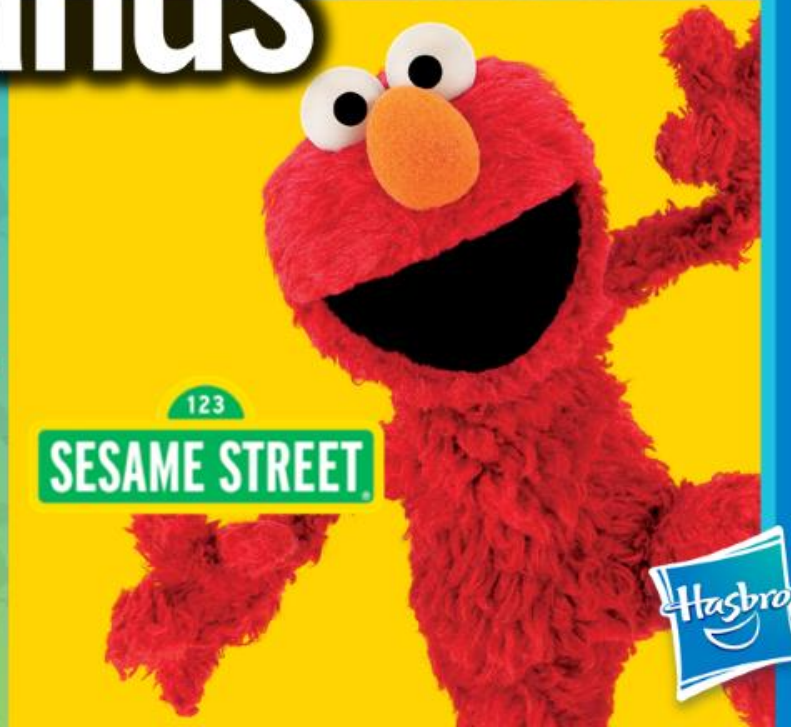


Consumer Products





Partner Brands



audio only



Investing in Preschool

#1 Largest Supercategory in Toy & Game*

Recent growth driven by entertainment*

Projected category growth **+14%** by 2021*

90%

of toddlers own toys
inspired by story
based content*

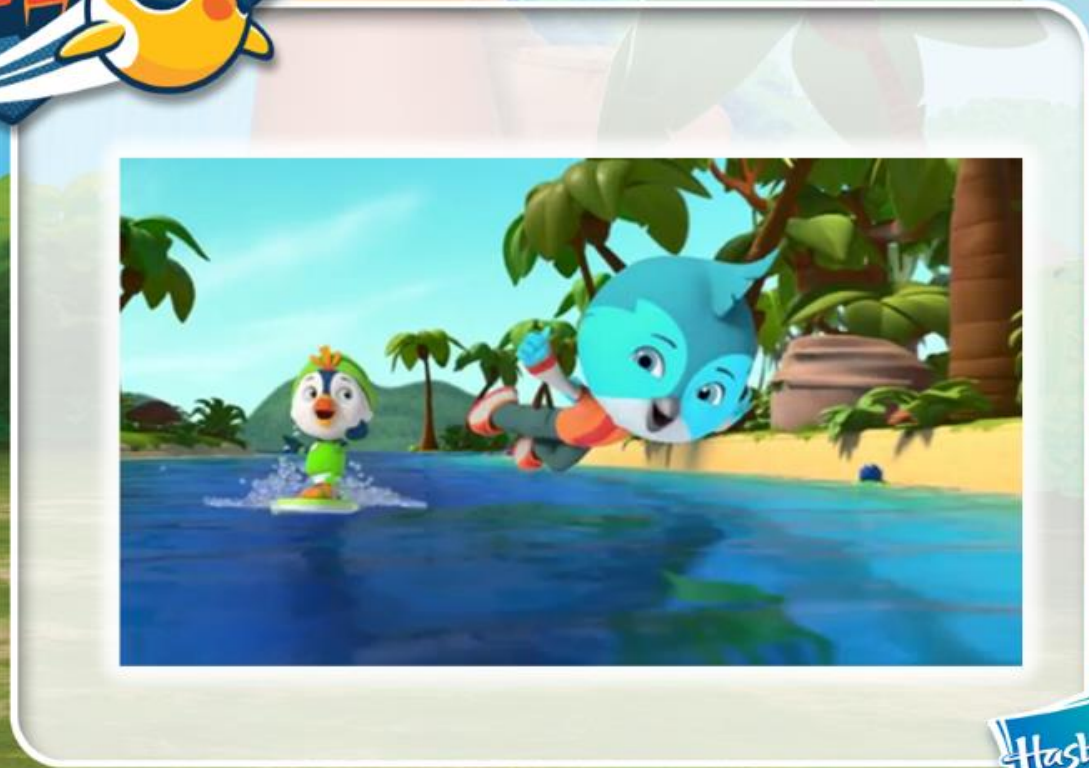
PLAYSKOOL

Source: Little Characters Study 2016 (US, FR, RU, BR)
*NPD POS 2017 (G10 = US, UK, FR, GE, IT, SP, RUS, CAN, MEX, AUS);
Industry sources; Euromonitor 2017, Baby/Infant/Preschool Category



**#1 New show
on Nick Jr.***

**nickelodeon
TOP
WING**



Source: OMD/Nielsen (US)



SUPER MONSTERS

NETFLIX



SEASON 2
FALL 2018
GLOBAL LAUNCH





Leading The Way In
**CORPORATE SOCIAL
RESPONSIBILITY**
and Sustainability

CR's
100 Best Corporate
Citizens
2017

#1
HASBRO



HASBRO
toy recycling 

In partnership with



Keep Your Memories
RECYCLE YOUR TOYS & GAMES

