Brian Goldner

Chairman of the Board and
Chief Executive Officer

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.

GLOBAL PLAY & ENTERTAINMENT

Hasbro

REINVENTING OUR BUSINESS

BRANDS | CONSUMER PRODUCTS | INNOVATION | RELATIONSHIPS | GAMING

BRAND BLUEPRINT

Toy & Game
Product Innovation

Digital
Gaming

STORYTELLING

HASBRO BRANDS

CONSUMER INSIGHTS

Consumer
Products

Immersive Entertainment
Experiences

BROAD
BRAND PORTFOLIO

DELIVERING OUR MEDIUM-TERM OBJECTIVES

Developed Economy Revenue Growth	Emerging Market Revenue Growth, Absent FX	Operating Profit Margin Growth	Average Operating Cash Flow	ROIC
5%	15%	~100 Basis Point Improvement*	$584 2012-2017	10.7% 2012 17.4% 2017**

5% Overall Revenue Growth

DELIVERING TARGETS: 2012 to 2017

*Adjusted Operating Profit; **Adjusted for U.S. tax reform

Medium-Term OBJECTIVES

1. We are targeting developed economies to grow low- to mid-single digits through brand innovation and market share gains*
2. Return emerging markets revenue to growth, targeting high-single digit growth*
3. Gaming across formats including Wizards and digital projected to deliver above-trend revenue growth
4. We believe we can return to a 15% and higher operating profit margin over the next few years as we return to revenue growth with a right-sized expense base
5. We expect to generate operating cash flow in the amount of $600M to $700M on average

*Excluding the impact of foreign exchange

REVENUE GROWTH

China

India

Brazil Recovery

Russia

Gaming

New Brands

Market Share Growth

Europe Stabilizes & Grows

EMERGING MARKETS

HIGH-single digit growth

DEVELOPED MARKETS

LOW to MID-single digit growth

DEVELOPED AND EMERGING MARKETS GROWTH

OPERATING MARGIN EXPANSION

Capital Priorities

Invest in the long-term profitable growth of Hasbro

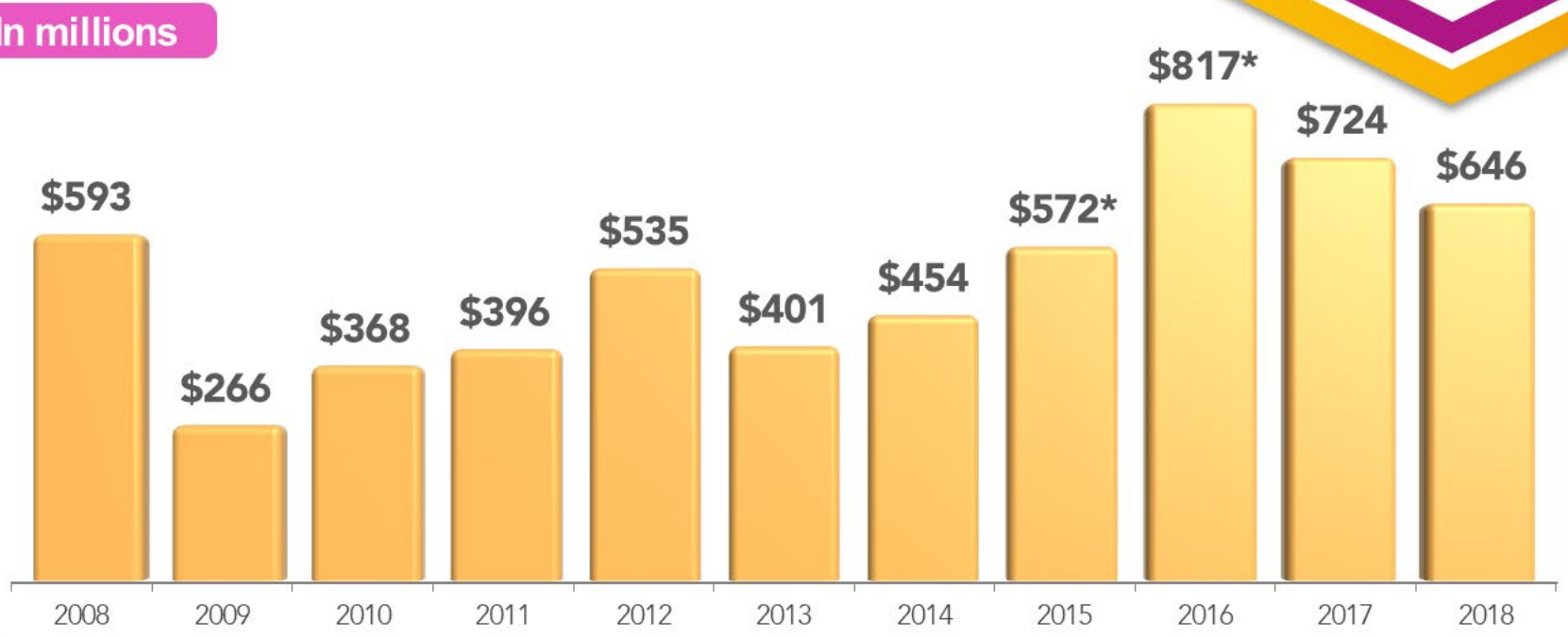
Return excess cash to shareholders through dividend and stock repurchase program

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

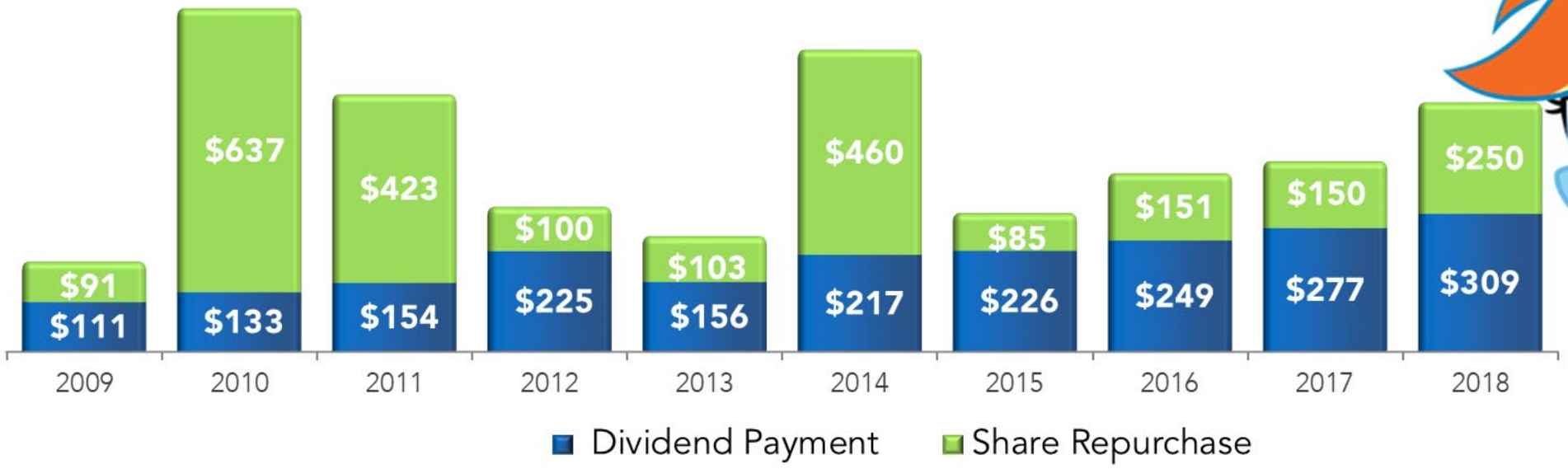
2019 Capital Expenditure Forecast
$155-165M



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

Capital Priorities

Dividend & Share Repurchase



8%
2019 Quarterly Dividend Increase

Dividend +13% on Average Over 10 Years

10 Years
$4.6B

GLOBAL RETAIL

Diverse Channel Footprint

EXCLUSIVITÉ Walmart EXCLUSIVE

only at Target

Hasbro

GROWING

IN **NEW RETAIL CHANNELS**

#1

Toy & Game Company on **amazon**

*Source: Edge Market Share data

Channel Specific DEVELOPMENT

DELIVERING CONSUMER INSIGHT-DRIVEN PRODUCT FOR THE RIGHT CHANNEL

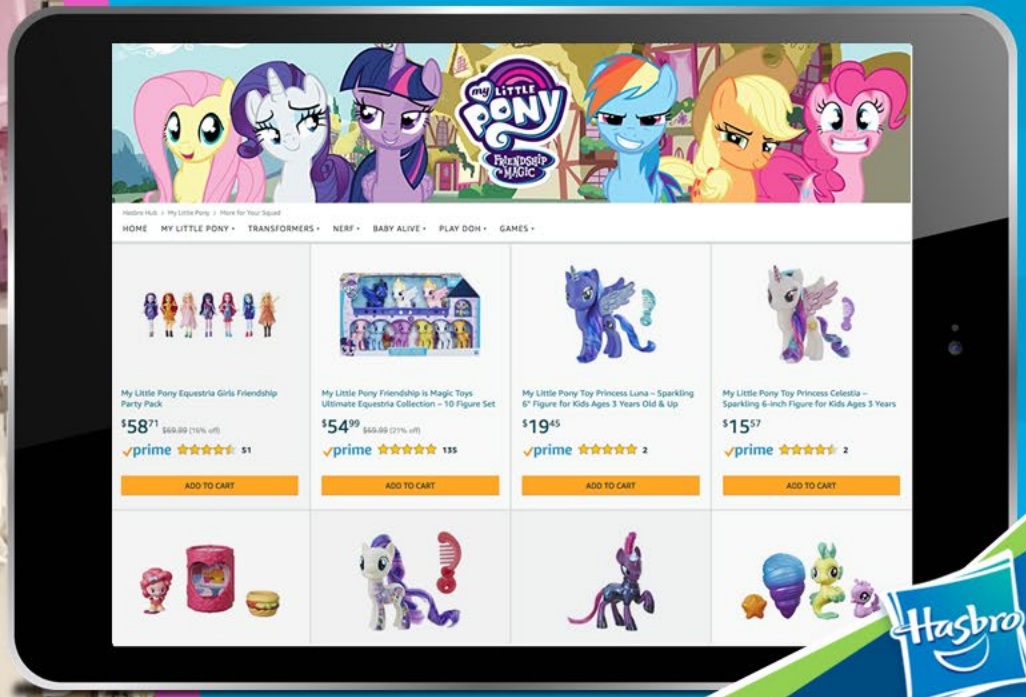
VALUE CONVENIENCE

FAN

CLUB

ECOMMERCE

ENTERTAINMENT BRANDS
AT RETAIL



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HASBRO'S CONTENT EXPERTISE

$470M
Global Box Office

TRANSFORMERS BUMBLEBEE

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TRANSFORMERS
FULL BLUEPRINT ACTIVATION

2019 TRANSFORMERS

LINE WEIGHT DETAILS
.25 PT. STANDARD
1.5 PT MAX THICK

CMYK 100K

"ALWAYS-ON" STORYTELLING

YouTube

5B
Lifetime Views

YouTube Hasbro

10M+
Subscribers

MILLIONS OF DAILY SOCIAL ENGAGEMENTS

Tencent 腾讯 YOUKU 优酷 搜狐 SOHU.com Hasbro

HASBRO
MOVIE SLATE

G.I. JOE
2020

MICRONAUTS
2020

DUNGEONS & DRAGONS
2021

My Little Pony
2021

ALLSPARK
A HASBRO COMPANY

Paramount
A VIACOM COMPANY

Hasbro

All dates subject to change

SABAN'S
POWER RANGERS
Hasbro

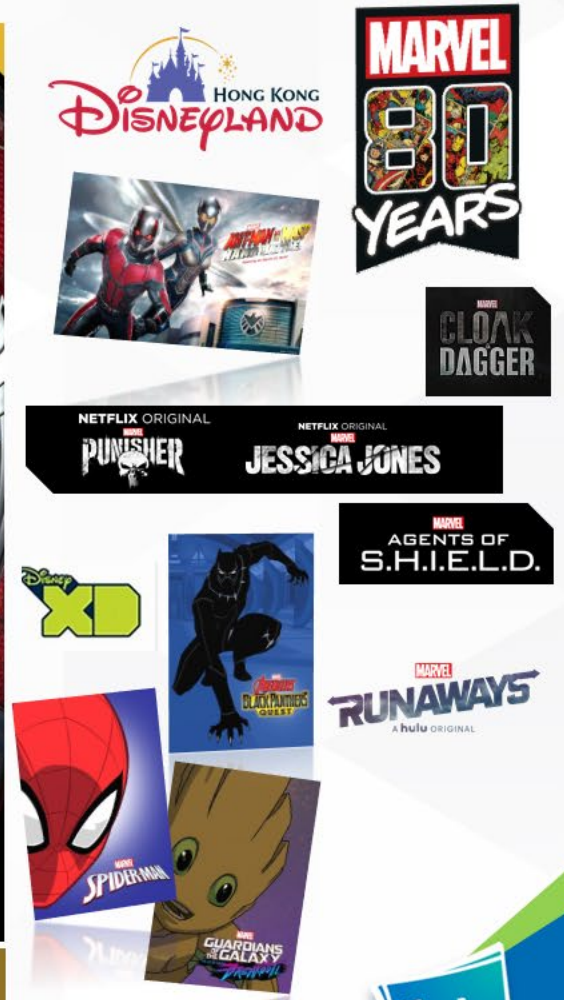
PARTNER ENTERTAINMENT

2019 FRANCHISE PRIORITIES

IN THEATERS
MARCH 8, 2019

IN THEATERS
APRIL 26, 2019

IN THEATERS
JULY 5, 2019



audio only

Disney
FROZEN II
10.4
GO TO MARKET & RETAIL
OCTOBER 4
11.22
U.S. FILM RELEASE
NOVEMBER 22
Hasbro

NERF
Hasbro

2018 PERFORMANCE

NERF OWNS 18 OF THE TOP 20 BLASTERS

NPD, US, Full Year 2018*

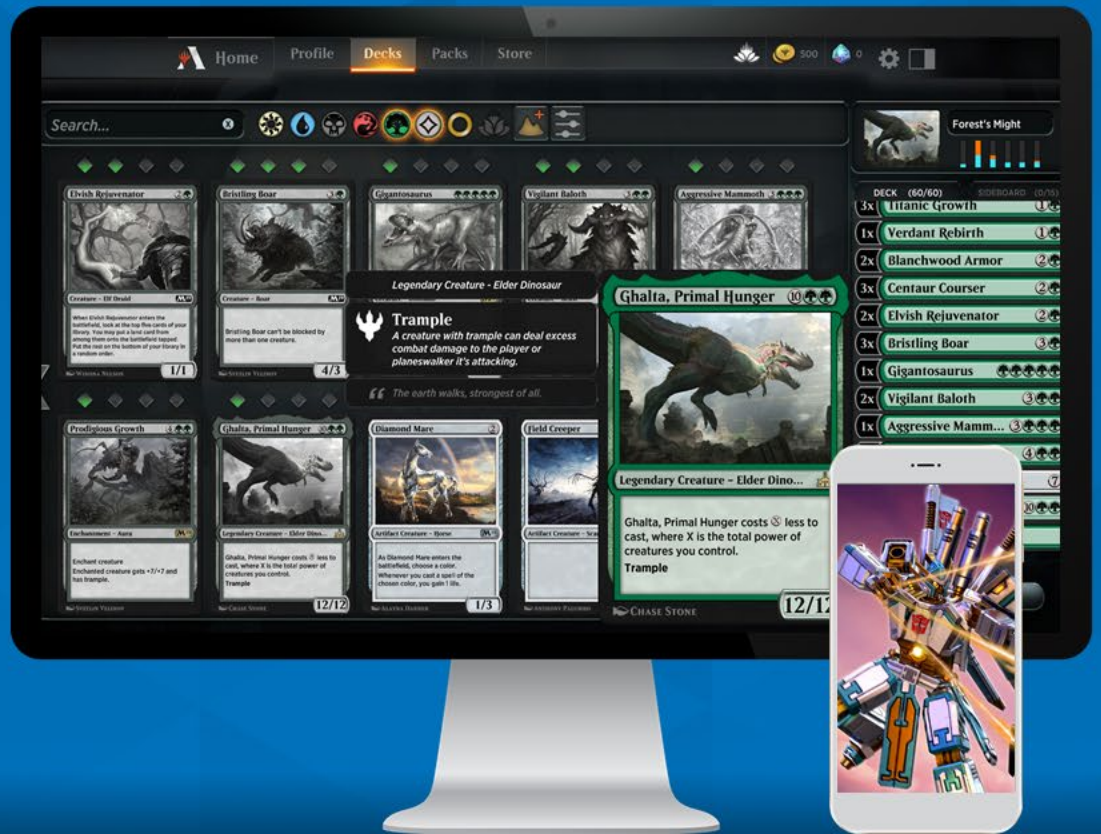
STRONGARM #1 UNIT DRIVER IN ALL TOY & GAME CATEGORY IN 2018**

*Source: The NPD Group / Retail Tracking Service
**Edge Market Share data (formerly One Click Retail)

NERF
NEXT
MEGA
NERF
ELITE
RIVAL
Hasbro

GAMING

ACROSS ALL FORMATS



5.5B+
Media & Social Impressions

2018 BIGGEST YEAR EVER

Hasbro

A Killer Year
for Wizards!

Record-breaking Year
for **Magic: The Gathering**

Record-breaking Year
for **Magic Digital**

Record-breaking Year
for **Dungeons & Dragons** Franchise

2019 Core Growth Engine

- WIZARDS PLAY NETWORK
- ESPORTS
- DIGITAL GAMES

MAGIC THE GATHERING Tabletop

NEW PRODUCT INNOVATION

New booster products for social fans, collectors and competitive players

ENHANCING PLAY & PURCHASE EXPERIENCES

1M+ play events, deep digital integration, omni-channel expansion

AMAZING STORIES

War of the Spark brings epic conclusion to the Ravnica story

MAGIC THE GATHERING
ARENA
BETA

Off to a
Great Start!

- **Half a Billion Games** Played in Open Beta
- **8+ Hours** a Week Average Playing Time
- Average **Player Spend is Up**
- **New Player Acquisition** is Fast-Growing
- **Top 10** Twitch Esports*

(*) SOURCE: NEWZOO OCTOBER, NOVEMBER, DECEMBER 2018 ESPORTS LIST

Ready for a **Big Launch**

- **New Player** Friendliness
- Extended **Social Features**
- More **Esports & Events**

video playing in room

MAGIC THE GATHERING

ESPORTS

$10M+ in Player Cash Prizes Across Digital and Tabletop

NEW MAGIC PRO LEAGUE Featuring 32 Best Magic Players

NEW MYTHIC CHAMPIONSHIPS Tabletop and Digital Open Qualifiers with Season Championship on MTG: Arena

LUCRATIVE OPPORTUNITIES For Pros, Teams, Sponsors and Partners

Hasbro

DUNGEONS & DRAGONS

Everyone is **Playing D&D**

- **Over 40M** Players to Date
- 5th Year of **Double Digit Growth**
- **57% Growth** of Viewership

Hasbro

DUNGEONS & DRAGONS

WARRIORS OF WATERDEEP

Poised for Digital Growth

- **Warriors of Waterdeep** in Soft-launch with Ludia
- **2 New Digital Games** to be Announced Later in 2019
- More to Come…

ludia

Hasbro

Q&A