

# Fourth Quarter & Full Year 2014 Earnings Presentation

February 9, 2015

#### Safe Harbor

FORWARD-LOOKING STATEMENTS: 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 product and entertainment plans, anticipated product performance, business opportunities, plans and strategies, costs and cost savings initiative, financial goals and expectations for our future financial performance and achieving our objectives, and the anticipated impact of foreign exchange rates. 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 and acceptance of our products and product lines, changes in marketing and business plans and strategies as well as 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, the risk factors in the earnings release for the fourth quarter 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.

<u>REGULATION G:</u> Information required by Securities and Exchange Commission Regulation G, regarding non-GAAP financial measures, as well as other financial and statistical information, will be available at the time of the conference call on the Investor Relations' section of Hasbro's website at: <a href="http://investor.hasbro.com">http://investor.hasbro.com</a>, under the subheading "Financial Information" — "Quarterly Results."

Fourth Quarter 2014 Snapshot

Growth in Franchise Brands and key partner brands; Significant negative FX impact in the quarter; Operating Profit growth across all segments

- > Q4 Net Revenues \$1.3B up 1% year-over-year
  - Q4 Net revenues up 7% absent negative \$75.4M impact in the quarter
  - U.S and Canada segment was flat; International segment up 2%; Entertainment and Licensing segment up 10%
  - Emerging markets continue to post strong gains: Up 9% year-over-year; Up approximately 28% absent FX
- Franchise Brands up 30% year-over-year
  - All seven Franchise Brands grew year-over-year
  - LITTLEST PET SHOP; MAGIC: THE GATHERING; MONOPOLY; MY LITTLE PONY; NERF; PLAY-DOH; TRANSFORMERS
- > Adjusted Operating Profit up 4% year-over-year to 17.6% of revenues
  - U.S and Canada segment profit up 17%
  - International segment profit up 7%
  - Entertainment & Licensing up 37%
- > Adjusted Net Earnings of \$154.9M, or \$1.22 per diluted share, in Q4 2014 vs. \$148.8M, or \$1.12 per diluted share, in Q4 2013

Q4 2014 Adjusted net earnings exclude pre-tax charges of \$16.8 million associated with restructuring of the Company's joint venture television network and \$5.2 million associated with other restructuring activities which were more than offset by a pre-tax benefit of \$36.0 million from the sale of licensed rights for intellectual property and \$6.9 million in favorable tax adjustments related to tax exam settlements. Q4 2013 adjusted net earnings exclude pre-tax charges of \$48.8 million associated with restructuring and related pension costs and product-related charges, and a benefit of \$15.4 million related to the settlement of an adverse arbitration award for less than the previously recorded charge. Refer to slides 26, 27, 29 and 30 for a reconciliation of "As Reported" to "As Adjusted" financials.

Full Year 2014 Snapshot

Revenue and profit growth across all segments; Strong Franchise Brand growth; Significant return of capital to shareholders

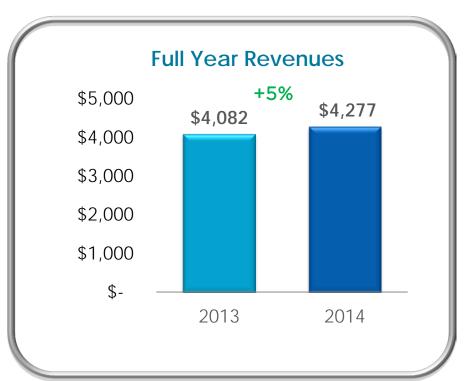
- > Full Year 2014 Net Revenues \$4.3B up 5% year-over-year
  - Absent negative FX impact of \$93.4M, FY 2014 revenues grew 7%
  - U.S and Canada segment up 1%; International segment up 8%; Entertainment & Licensing segment up 15%
  - Emerging markets continue to post strong gains: Up 20% year-over-year; Up approximately 30% absent FX
- Franchise Brands up 31% year-over-year
  - Six of seven Franchise Brands grew year-over-year
  - MAGIC: THE GATHERING; MONOPOLY; MY LITTLE PONY; NERF; PLAY-DOH; TRANSFORMERS
- > Adjusted Operating Profit up 7% year-over-year to 14.9% of revenues
  - U.S and Canada segment profit up 7%
  - International segment profit up 17%
  - Entertainment & Licensing up 28%
- > Adjusted Net Earnings of \$408.7M, or \$3.15 per diluted share in 2014 vs. \$372.4M, or \$2.83 per diluted share 2013

FY 2014 Adjusted net earnings exclude pre-tax charges of \$28.3 million associated with restructuring of the Company's joint venture television network and \$5.2 million associated with other restructuring activities which were more than offset by a pre-tax benefit of \$36.0 million from the sale of licensed rights for intellectual property and \$6.6 million in favorable tax adjustments related to tax exam settlements. FY 2013 Adjusted net earnings exclude pre-tax charges of \$36.7 million associated with restructuring, \$7.0 million of related pension costs, \$61.1 million associated with the settlement of an adverse arbitration award, \$40.6 million of charges related to certain non-strategic brands as well as a \$23.6 million favorable tax adjustment. Refer to slides 26, 27, 29 and 30 for a reconciliation of "As Reported" to "As Adjusted" financials

#### Fourth Quarter & Full Year Net Revenue Performance

(\$ millions, unaudited)





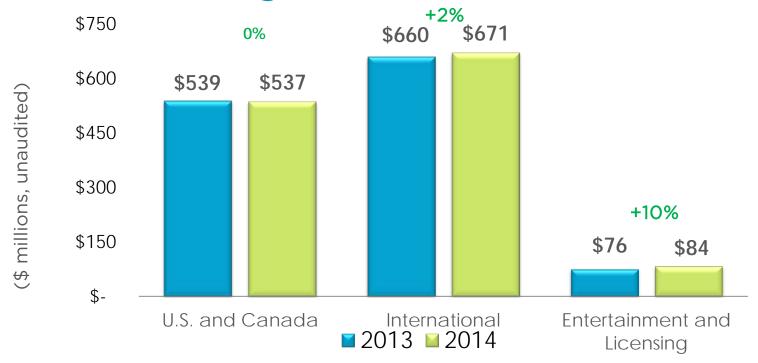
Full Year Revenues Up in All Operating Segments: U.S. and Canada; International; Entertainment and Licensing

Q4 14 Revenues up in all Seven Franchise Brands Full Year Revenues Up in Six of Seven Franchise Brands

Foreign Exchange had a Negative \$75.4M Impact on Q4 2014 and a Negative \$93.4M Impact for the Full Year 2014



## Fourth Quarter Segment Net Revenues



U.S. and Canada
Strong POS trends at
year-end; Inventory
in good position;
Strong Franchise
Brand POS

International
Revenues up 13%
absent FX impact;
Emerging markets up
9% and up approx.
28% absent FX
impact

Entertainment and
Licensing
Revenue growth driven
by Lifestyle Licensing
for Franchise Brands;
MY LITTLE PONY &
TRANSFORMERS

## **Full Year Segment Net Revenues**



#### U.S. and Canada

Growth in all seven
Franchise Brands and
Marvel; Return to
growth for the segment;
Revenue growth offset
decline in Furby and
Beyblade

#### <u>International</u>

Revenues up 13% absent FX impact; Emerging markets up 20% or approximately 30% absent FX; Growth in many developed markets

## Entertainment and Licensing

Revenue growth driven by Lifestyle Licensing for Franchise Brands; MY LITTLE PONY & TRANSFORMERS



### **International Segment Revenues**

Fourth Quarter and Full Year International Segment Revenue Growth Including and Excluding the Impact of Foreign Currency Translation

(\$ millions, unaudited)	Q4 2014 As Reported	Q4 2014 Absent FX	FY 2014 As Reported	FY 2014 Absent FX
Europe	-1%	12%	6%	11%
Latin America	2%	10%	14%	19%
Asia Pacific	17%	21%	10%	11%
International	2%	13%	8%	13%

#### **Foreign Exchange Impact**

Fourth Quarter 2014: -\$75.4M; Full Year 2014: -\$93.4M Absent FX: Emerging Markets up approximately 28% in Q4 2014 and 30% in FY 2014



# Fourth Quarter & Full Year Net Revenues By Product Category

(\$ millions, unaudited)	Q4 2014	Q4 2013	% Change	FY 2014	FY 2013	% Change
Boys	\$ 422	\$ 349	+21%	\$ 1,484	\$ 1,238	+20%
Games	418	437	-4%	1,260	1,311	-4%
Girls	312	349	-10%	1,023	1,002	+2%
Preschool	146	146	-	511	532	-4%
Total	\$ 1,299	\$1,282	+1%	\$ 4,277	\$4,082	+5%

Growth in all Franchise Brands in Q4 and six of seven for the full year;
MARVEL remained strong contributor to revenue growth;
FURBY and BEYBLADE declined in both
Q4 and FY 2014 as expected

## Fourth Quarter Major Expense Items

(Absent Charges)

(\$ millions, unaudited)	Q4 2014	Q4 2013	% Change YOY	Q4 2014 % of Revenue
Cost of Sales	\$517	\$535	-3%	39.8%
Royalties	\$ 91	\$ 90	+1%	7.0%
Product Development	\$ 65	\$ 53	+24%	5.0%
Advertising	\$ 124	\$ 121	+2%	9.5%
Amortization of Intangibles	\$ 15	\$ 21	-30%	1.1%
Program Production Cost Amortization	\$ 11	\$ 14	-17%	0.9%
Selling, Distribution & Administration	\$247	\$229	+8%	19.0%

Refer to slides 26 and 27 for a reconciliation of "As Reported" to "As Adjusted" financials.



## Full Year Major Expense Items

(Absent Charges)

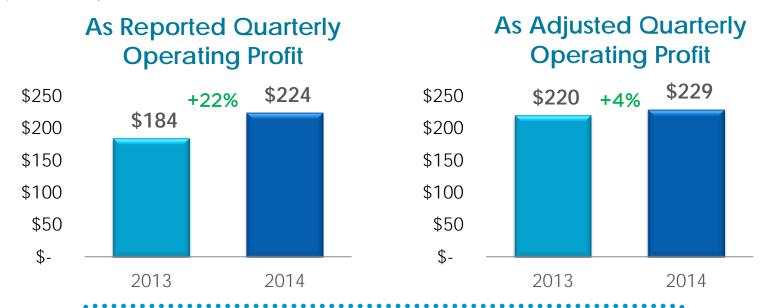
(\$ millions, unaudited)	FY 2014	FY 2013	% Change YOY	FY 2014 % of Revenue
Cost of Sales	\$ 1,698	\$ 1,663	+2%	39.7%
Royalties	\$ 308	\$ 275	+12%	7.2%
Product Development	\$ 223	\$ 203	+9%	5.2%
Advertising	\$ 420	\$ 398	+6%	9.8%
Amortization of Intangibles	\$ 53	\$ 58	-10%	1.2%
Program Production Cost Amortization	\$ 47	\$ 48	-1%	1.1%
Selling, Distribution & Administration	\$ 889	\$ 839	+6%	20.8%

Refer to slides 26 and 27 for a reconciliation of "As Reported" to "As Adjusted" financials.

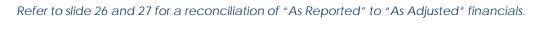


## Fourth Quarter Operating Profit

(\$ Millions, Unaudited)



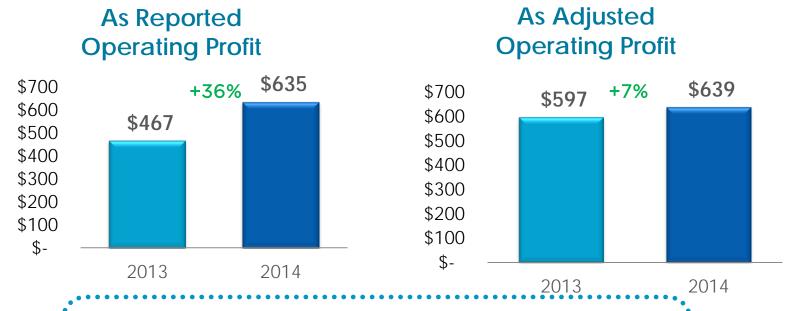
As Adjusted operating profit up 4%
As Adjusted operating profit margin increased to
17.6% versus 17.2% in 2013 on higher revenues and
improved operating expense leverage





## **Full Year Operating Profit**

(\$ Millions, Unaudited)



As Adjusted operating profit up 7%
As Adjusted operating profit margin of 14.9%
versus 14.6% in 2013 on higher revenues and
improved operating expense leverage



## Fourth Quarter Segment Operating Profit



U.S. and Canada Favorable product mix; Expense leverage

#### International

Higher revenues; Operating margin increased to 18.2%; Up 15% absent FX

# Entertainment and Licensing

High revenues; Lower costs, including lower program production amortization

## **Full Year Segment Operating Profit**



U.S. and Canada Higher revenues; Favorable product mix; Expense leverage

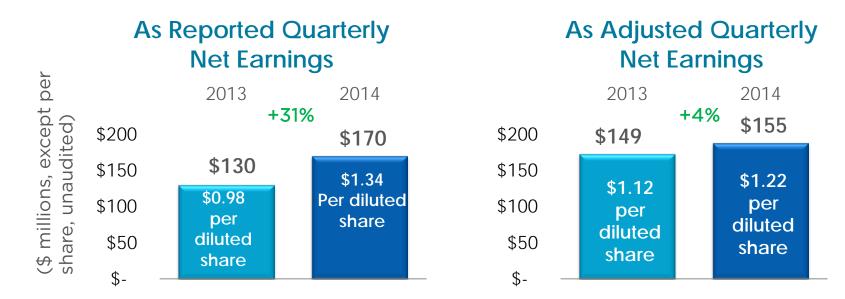
<u>International</u> Higher revenue; operating expense leverage; Up 23 % absent FX

Licensing

**Entertainment and Licensing** Growth in lifestyle licensing revenue driven by MY LITTLE PONY AND

**TRANSFORMERS** 

#### Fourth Quarter Net Earnings Attributable to Hasbro, Inc.

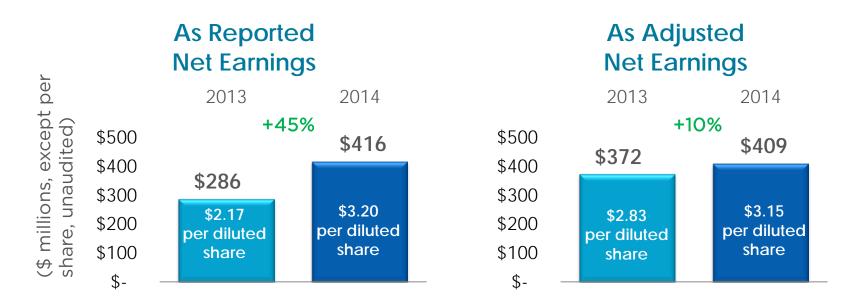


#### Adjusted Net Earnings up 4% year-over-year

Q4 2014 Non-Operating Expense, net was \$18M vs. \$22M in 2013 Q4 2014 Non-Operating Expense, as adjusted was \$37M vs. \$26M in 2013



#### Full Year Net Earnings Attributable to Hasbro, Inc.



#### Adjusted Net Earnings up 10% year-over-year

2014 Non-Operating Expense was \$95M vs. \$115M in 2013 2014 Non-Operating Expense, as adjusted was \$102M vs. \$100M in 2013

Full Year 2014 underlying tax rate of 26.5% versus 25.8% in Full Year 2013

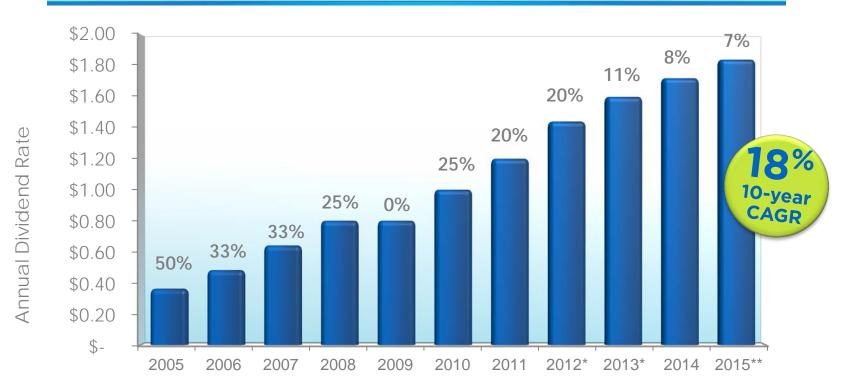


Refer to slide 30 for a reconciliation of "As Reported" to "As Adjusted" financials.

## Year End Key Cash Flow & Balance Sheet Data\*

(\$ millions, unaudited)	Dec. 28, 2014	Dec. 29, 2013	Notes
Cash	\$893	\$682	Returned more cash to shareholders in 2014; Received \$64.4M from sale of 10% share of TV network joint venture
Depreciation	\$105	\$103	
Amortization of Intangibles	\$53	\$78	2013 Includes write-off of IP
Television Program Spending	\$31	\$41	Continued investment in programming
Capex	\$113	\$112	
Dividends Paid	\$ 217	\$156	Next dividend payment on 2/17/15; Quarterly dividend increased 7% to \$0.46 per share payable May 15, 2014
Stock Repurchase	\$460	\$103	Board authorization increased additional \$500M announced Feb. 9, 2015
Operating Cash Flow (Trailing Twelve Months)	\$454	\$401	Strong cash flow in 2014
Accounts Receivable	\$1,095	\$1,094	DSOs down one day YOY at 76 days
Inventory	\$340	\$349	Well positioned; US/CAN down; Up in International & Emerging Markets

#### **Dividends**



- Announced 7%, or \$0.03 per share, increase in quarterly dividend to \$0.46per share
  - Dividend payable May 15, 2015 to shareholders of record at the close of business on May 1, 2015
  - Eleventh increase in 12 years
  - Quarterly dividend has grown from \$0.03 in 2003 to \$0.46 in 2015
- Q4 2014 dividend of \$0.43 announced on Dec. 11, 2014 and payable February 17, 2015 to shareholders of record at the close of business February 3, 2015



## **Stock Buyback**



- Repurchased 101M shares at a total cost of \$3.3B since program inception
- Announced Feb. 9, 2015, that the Board of Directors authorized the repurchase of an additional \$500M of common stock
  - At year-end \$64.2M remained available in the current share repurchase authorization
- In the fourth quarter 2014, repurchased 2.1M shares at a cost of \$119.5 million and an average price of \$56.32
- In full year 2014, repurchased 8.5M shares at a cost of \$460.7 million and an average price of \$54.26.



# BRAND BLUEPRINT







## Supplementary Financial Information

# Fourth Quarter and Full Year Consolidated Statements of Operations, As Reported

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(\$ millions, unaudited)	Dec. 28, 2014	% Net Revenues	Dec. 29, 2013	% Net Revenues		:. 28, 2014	% Net Revenues	Dec. 29, 2013	% Net Revenues
Net Revenues	\$1,299	100.0%	\$1,282	100.0%	\$4	,277	100.0%	\$4,082	100.0%
Cost of Sales	517	39.8%	536	41.8%	1	1,698	39.7%	1,673	41.0%
Royalties	91	7.0%	95	7.4%		305	7.1%	339	8.3%
Product Development	65	5.0%	53	4.2%		223	5.2%	208	5.1%
Advertising	124	9.5%	121	9.4%		420	9.8%	398	9.8%
Amortization of Intangibles	15	1.1%	41	3.2%		53	1.2%	78	1.9%
Program Production Cost Amortization	11	0.9%	14	1.1%		47	1.1%	48	1.2%
Selling, Distribution & Administration	252	19.4%	238	18.6%		896	20.9%	872	21.3%
Operating Profit	224	17.2%	184	14.3%		635	14.9%	467	11.4%
Interest Expense	23	1.8%	19	1.5%		93	2.2%	106	2.6%
Other (Income) Expense, Net	(5)	-0.4%	3	0.2%		2	0.1%	10	0.2%
Earnings Before Income Taxes	205	15.8%	161	12.6%		540	12.6%	352	8.6%
Income Taxes	37	2.8%	33	2.6%		127	3.0%	68	1.6%
Net Earnings	169	13.0%	128	10.0%		413	9.7%	284	7.0%
Net Loss Attributable to Noncontrolling Interests	(1)	-0.1%	(2)	-0.1%		(3)	-0.1%	(2)	0.0%
Net Earnings Attributable to Hasbro, Inc.	\$170	13.1%	\$130	10.1%	:	\$416	9.7%	\$286	7.0%
Diluted EPS	\$1.34		\$0.98		\$	3.20		\$2.17	

Year Ended

## **Condensed Consolidated Balance Sheets**

(\$ millions, unaudited)	Dec. 28, 2014	Dec. 29, 2013
Cash & Cash Equivalents	\$893	\$682
Accounts Receivable, Net	1,095	1,094
Inventories	340	349
Other Current Assets	392	356
Total Current Assets	2,719	2,480
Property, Plant & Equipment, Net	237	236
Other Assets	1,576	1,686
Total Assets	\$4,532	\$4,402
Short-term Borrowings	252	8
Current Portion of Long-term Debt	-	428
Payables & Accrued Liabilities	822	927
Total Current Liabilities	1,075	1,363
Long-term Debt	1,560	960
Other Liabilities	389	351
Total Liabilities	3,024	2,674
Redeemable Noncontrolling Interests	43	46
Total Shareholders' Equity	1,466	1,682
Total Liabilities, Redeemable Noncontrolling Interests and Shareholders' Equity	\$4,532	\$4,402

# Condensed Consolidated Cash Flow Statements Year Ended (\$ millions, unaudited) Dec. 28,2014 Dec. 29, 2013

rear Ended	(\$ millions, unaudited)	Dec. 20,2014	Dec. 29, 2013
Net Cash Provided by Operating Activities		\$ 454	\$401
Cash Flows from Investing Activities:			
Additions to Property, Plant and Equipment		(113)	(112)
Investments and Acquisitions, Net of Cash Acqu	uired	64	(111)
Other		49	5
Net Cash Utilized by Investing Activities		(0)	(218)
Cash Flows from Financing Activities:			
Net Proceeds from Borrowings with Maturity Gr	eater than 3 Months	560	
Repayments of Borrowings with Maturity Greate	er than 3 Months	(425)	
Net Proceeds from (Repayments of) Short-term	n Borrowings	246	(215)
Purchases of Common Stock		(460)	(103)
Stock-based Compensation Transactions		71	140
Dividends Paid		(217)	(156)
Other		(7)	(7)
Net Cash Utilized by Financing Activities		(231)	(341)
Effect of Exchange Rate Changes on Cash		(12)	(10)
Cash and Cash Equivalents at Beginning of Year		682	850
Cash and Cash Equivalents at End of Year		\$893	\$ 682

## Supplemental Financial Data\*

(\$ thousands, unaudited)

			Equity	tructuring of y Method ent & Other			
Overter Ended Dec 20, 2014	4 a D			ucturing	۸ - /	V alivota al	0/ Nat Davision
Quarter Ended Dec. 28, 2014		eported		arges		Adjusted	% Net Revenues
Net Revenues	\$	1,298,593	\$	-	\$	1,298,593	100.0%
Costs and Expenses:							
Cost of Sales		516,725		-		516,725	39.8%
Royalties		90,851		-		90,851	7.0%
Product Development		65,372		-		65,372	5.0%
Advertising		123,812		-		123,812	9.5%
Amortization of Intangibles		14,605		-		14,605	1.1%
Program Production Cost Amortization		11,344		-		11,344	0.9%
Selling, Distribution and Administration		252,335		(5,094)		247,241	19.0%
Operating Profit	\$	223,549	\$	(5,094)	\$	228,643	17.6%
			Equity Investm	tructuring of y Method ent & Other ructuring			
Full Year Ended December 28, 2014	As R	eported	Ch	narges	As	Adjusted	% Net Revenues
Net Revenues	\$	4,277,207	\$	-	\$	4,277,207	100.0%
Costs and Expenses:							
Cost of Sales		1,698,372		-		1,698,372	39.7%
Royalties		305,317		2,328		307,645	7.2%
Product Development		222,556		-		222,556	5.2%
Advertising		420,256		-		420,256	9.8%
Amortization of Intangibles		52,708		-		52,708	1.2%
Program Production Cost Amortization		47,086		-		47,086	1.1%
Selling, Distribution and Administration		895,537		(6,094)		889,443	20.8%
Operating Profit	\$	635,375	\$	(3,766)	\$	639,141	14.9%

## Supplemental Financial Data\*

(\$ thousands, unaudited)			Curt Arbitrati	Settlement & cailment, ion Award & ct Related			
Quarter Ended December 29, 2013	As Re	eported		narges	As A	Adjusted	% Net Revenues
Net Revenues	\$	1,281,773	\$	-	\$	1,281,773	100.0%
Costs and Expenses:							
Cost of Sales		536,177		(1,661)		534,516	41.7%
Royalties		95,351		(5,637)		89,714	7.0%
Product Development		53,136		(586)		52,550	4.1%
Advertising		120,820		-		120,820	9.4%
Amortization of Intangibles		40,509		(19,736)		20,773	1.6%
Program Production Cost Amortization		13,667		-		13,667	1.1%
Selling, Distribution and Administration		238,441		(9,074)		229,367	17.9%
Operating Profit	\$	183,672	\$	(36,694)	\$	220,366	17.2%
(\$ thousands, unaudited)  Year Ended December 29, 2013	,	As Reported	Pension Cur Arbitrat Produ	estructuring, Settlement & tailment, tion Award & uct Related	۸۵	Adjusted	% Net Revenues
Net Revenues		4,082,157	\$	harges -	\$	4,082,157	100.0%
Costs and Expenses:	Ψ	4,002,137	Ψ		Ψ	4,002,137	100.076
Cost of Sales		1,672,901		(10,154)		1,662,747	40.7%
Royalties		338,919		(63,801)		275,118	6.7%
Product Development		207,591		(4,101)		203,490	5.0%
Advertising		398,098		-		398,098	9.8%
Amortization of Intangibles		78,186		(19,736)		58,450	1.4%
Program Production Cost Amortization		47,690		-		47,690	1.2%
		,				,	:.= / 0
Selling, Distribution and Administration		871,679		(32,547)		839,132	20.6%

Less Restructuring,

### **Supplemental Financial Data**

2014 Restructuring of Equity Method Investment and Other Restructuring Charges and 2013 Restructuring, Pension Settlement and Curtailment, Arbitration Award and Product Related Charges - by Segment

	Quarte	r Ended	Full Ye	ar Ended
(\$ thousands, unaudited)	Dec. 28, 2014	Dec. 29, 2013	Dec. 28, 2014	Dec. 29, 2013
International Segment	6,079		6,079	
Entertainment and Licensing Segment				1,729
Global Operations Segment	984		984	
Corporate and Eliminations	(1,969)	36,694	(3,297)	128,610
Total Charges	\$5,094	\$36,694	\$3,766	\$130,339



## **Supplemental Financial Data\***

	Quarter Ended							
(\$ thousands, except per share amounts, unaudited)			Diluted Per Share Amount		Dec. 29, 2013		Diluted Per Share Amount	
Net Earnings Attributable to Hasbro, Inc., as Reported	\$	169,911	\$	1.34	\$	129,815	\$	0.98
Restructuring of Equity Method Investment, Net of Tax		10,693		0.08		-		_
Restructuring Charges, Net of Tax		5,156		0.04		7,037		0.05
Pension Settlement and Curtailment Charges, Net of Tax		-		_		324		0.00
Arbitration Award Settlement Charges, Net of Tax		_		-		(14,307)		(0.11)
Product-Related Charges, Net of Tax		-		-		25,895		0.20
Gain from Sale of Intellectual Property License Rights, Net of Tax		(23,892)		(0.19)		-		-
Benefits from Tax Exam Settlements		(6,936)		(0.05)		-		_
Net Earnings Attributable to Hasbro, Inc., as Adjusted	\$	154,932	\$	1.22	\$	148,764	\$	1.12

<sup>\*</sup>Net Earnings Attributable to Hasbro, Inc. & Earnings per Share Attributable to Hasbro, Inc. excluding Restructuring of Equity Method Investment and Other Restructuring Charges and 2013 Restructuring, Pension Settlement and Curtailment, Arbitration Award and Product Related Charges

## **Supplemental Financial Data\***

(\$ thousands, except per share amounts, unaudited)	Dec. 28, 2014		Diluted Per Share Amount		Dec. 29, 2013		Diluted Per Share Amount	
Net Earnings Attributable to Hasbro, Inc., as Reported	\$	415,930	\$	3.20	\$	286,198	\$	2.17
Restructuring of Equity Method Investment, Net of Tax		18,072		0.14		-		-
Restructuring Charges, Net of Tax		5,156		0.04		26,416		0.20
Pension Settlement and Curtailment Charges, Net of Tax		-				4,461		0.03
Arbitration Award Settlement Charges, Net of Tax		-		-		53,053		0.40
Product-Related Charges, Net of Tax		_				25,895		0.20
Gain from Sale of Intellectual Property License Rights, Net of Tax		(23,892)		(0.18)		-		-
Benefits from Tax Exam Settlements		(6,570)		(0.05)		(23,637)		(0.18)
Net Earnings Attributable to Hasbro, Inc., as Adjusted	\$	408,696	\$	3.15	\$	372,386	\$	2.83

<sup>\*</sup>Net Earnings and Earnings per Share Excluding Restructuring of Equity Method Investment, Restructuring Charges, Pension Settlement Charges, Arbitration Award Charges and Benefit from Settlement of Tax Exams

## **Hasbro's Franchise Brands**

