



Environmental Sustainability

Our Approach

As a global company, which produces millions of products every year, we have a significant impact on the environment. We are committed to shrinking our corporate environmental footprint, even as we grow our business. This is quite a challenge, one we are tackling by rethinking everything we do, from **product design and packaging** to the way we run our **operations**. As well as focusing on efficiency, we are pursuing innovative ways to reduce our environmental impact.

We have been formally reporting the environmental performance of our U.S. operations since 2002, when we committed to reduce our greenhouse gas (GHG) emissions through the U.S. Environmental Protection Agency's Climate Leaders program (now ceased).

In 2008, we established the first set of environmental goals for our global operations, including owned and leased facilities. In 2010, we met and exceeded our goal to reduce Scope 1 and 2 emissions by 10% from 2008 - two years ahead of schedule. While we are proud of this accomplishment, we are conscious of expected business growth. We will strive to maintain and build upon this success over the next two years.

Hasbro Environmental Goals

Operations¹

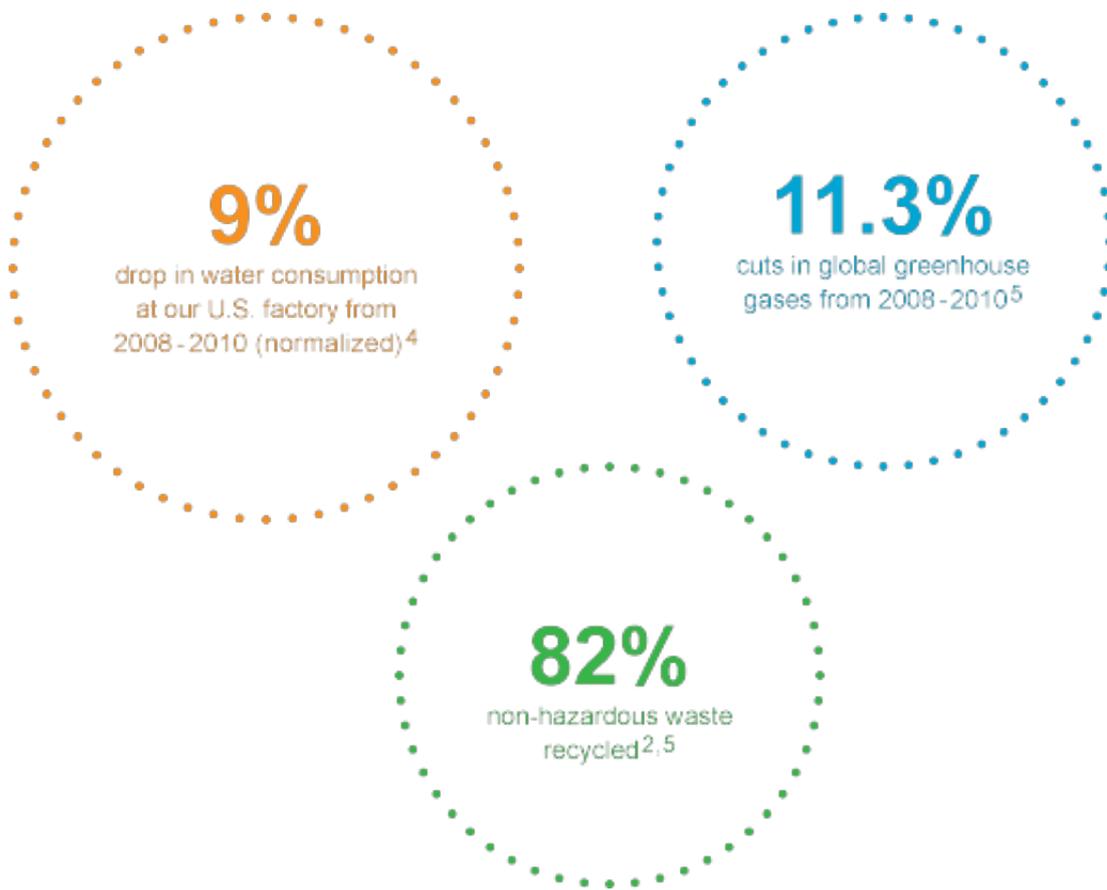
- Reduce Scope 1 and Scope 2 GHG emissions by 10% by 2012
- Reduce non-recycled non-hazardous waste by 15% by 2012²
- Achieve 90% non-hazardous waste recycling by 2012²
- Reduce water use by 15% by 2012

Products

- Eliminate PVC from packaging beginning in 2013, for all new core toy and game products³
- Derive 90% of our paper and board packaging from recycled material or sources that practice sustainable forest management by 2015

Our global environmental sustainability goals are supported by site-specific goals at our two owned and operated manufacturing facilities in the U.S. and Ireland.

For information regarding the environmental impacts of our supply chain (Scope 3) visit the [Operations and the Environment](#) section.



1. All goals against a 2008 baseline and includes all owned and leased facilities operated by Hasbro.
2. Goal previously referred to as "solid waste."
3. Goal established in 2011.
4. Data was normalized to average headcount.
5. Data represents all Hasbro owned and operated facilities.

Operations and the Environment

Overview

Sustainability at Hasbro Owned and Leased Properties

Hasbro owns and operates two factories - one in Massachusetts, U.S. and another in Waterford, Ireland - where we make board games and puzzles. Sites referred to in this section include over 50 owned and leased properties we operate unless otherwise stated.

We seek to minimize the environmental impact of our facilities and operations and continuously look for opportunities to improve performance. We take a systematic and comprehensive approach that includes the following:

- Identify and manage environmental risks
- Comply with all applicable laws and regulations
- Audit for performance against regulatory and company requirements
- Improve the efficiency of our use of energy, water and materials
- Minimize water discharges, greenhouse gas and other air emissions, and waste disposal
- Increase recycling and reuse waste to minimize landfill disposal
- Establish environmental performance indicators, goals, and minimum standards that apply to all offices, manufacturing plants, and distribution centers
- Institute environmentally responsible purchasing practices
- Provide employee education and awareness programs.

Hasbro has a robust series of policies and standards that set minimum criteria for all operations, and each site is responsible for putting them into practice. Both our factories have implemented the internationally recognized Environmental Management Systems (EMS) standard ISO 14001, which requires independent certification.

Sustainability support for third party factories and licensee factories

We seek to conduct business with factories that share our commitment to reducing the impact of operations on the environment. Third party factories must comply with all applicable laws relating to the environment, including disposal of toxic materials in a controlled and safe manner. We monitor and address environmental issues and instances of non-compliance in our supply chain through regular audits and onsite assessments. Many of the processes we use to ensure ethical compliance in manufacturing vendors incorporate environmental checks.

In addition, in 2010, we organized webinars for Hasbro licensees and licensors, exploring how to manage social and environmental compliance in the supply chain. This initiative was part of our work with the [Licensing Working Group \(LWG\)](#) in collaboration with the [International Licensing Industry Merchandisers' Association \(LIMA\)](#) and [BSR](#).

Energy

Reducing energy use across our business is an environmental priority. Our energy policy requires owned and operated facilities (offices, distribution centers and factories) to document site-specific energy and natural resource conservation practices and communicate them to employees. Sites conduct a formal annual review of their energy use, which includes identifying energy-saving opportunities.

Climate change mitigation is a pressing global issue, and we aim to reduce our corporate carbon footprint by improving energy efficiency and reducing greenhouse gas (GHG) emissions at our sites. We encourage employees to help us meet our targets by being mindful of operating machinery and managing buildings more efficiently.

In 2010, we met and exceeded our goal to reduce Scope 1 and 2 emissions by 10% from 2008 - two years ahead of schedule. While we are proud of this accomplishment, we are conscious of expected business growth. We will strive to maintain and build upon this success over the next two years.

Efficiency

Energy conservation committees at each Hasbro-owned factory oversee annual energy reduction projects. These include: lighting upgrades including installation of LED lights, installing occupancy sensors, converting boilers to natural gas, installing roof insulation, replacing door and window seals, ensuring equipment is shut off when unused, and using optimal temperature settings for heating and cooling. We have also invested in energy-saving manufacturing equipment, such as all-electric injection molding machines that are 70 percent more energy efficient than hydraulic machines.

Investments in infrastructure improvements have also paid environmental dividends across our owned and operated facilities. These include new air compressors, HVAC and chiller equipment (which reduced associated energy demand by 60 percent), and machinery in factories and lighting occupancy sensors in offices and warehouses.

Every two years, our factories undergo an energy assessment by a certified consultant or a qualified site employee. Assessments are conducted every three years at our R&D or warehouse facilities, and every four years at our offices.

We are also committed to sourcing renewable energy, such as wind and solar power, when and where it is cost effective. Currently, green energy markets in the areas where we own and operate factories and offices are not sufficiently developed to supply competitively priced electricity.

Wizards Work Magic to Green Our IT

Hasbro's Renton, Washington subsidiary, Wizards of the Coast, is leading the way to make our IT systems more energy efficient. Their IT team recently tested an automatic power management system called EZ GPO on 379 desktop computers, laptops and monitors. This free software download from the US Environmental Protection Agency enables idle computer systems to be put into power saving mode.

We measured the energy usage of the 379 systems before and after installation of EZ GPO. The pilot results demonstrated annualized savings of 23 percent on electricity costs for the devices tested. EZ GPO has been in use in Hasbro's UK offices since 2005 with similar results.

We're excited about the potential savings from the software, and we plan to use EZ GPO or a similar power management system globally.

GHG measuring and scope

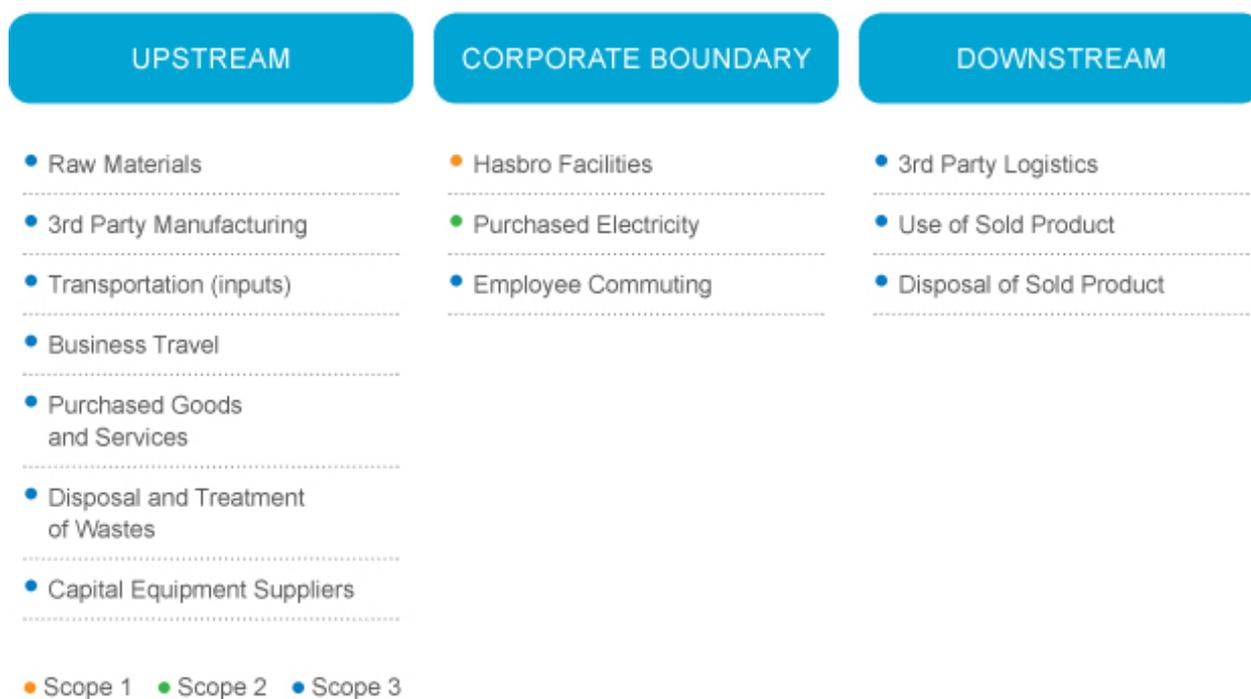
We measure our GHG emissions using the [Greenhouse Gas Protocol](#), a corporate accounting and reporting standard. This external set of guidelines provides benchmark standards and direction for companies worldwide in preparing a comprehensive and robust GHG emissions inventory.

From 2002 through 2007, we reported GHG emissions for our U.S.-based owned and leased facilities through the U.S. EPA Climate Leaders program. In 2008, we expanded our reporting to include all owned and leased facilities worldwide. When the Climate Leaders program ended in 2010, we began reporting to the Carbon Disclosure Project (CDP). See Hasbro's 2010 CDP response [here](#).

In 2010, we reduced our GHG emissions by 11.3 percent from our 2008 levels. See our detailed performance [here](#).

We are in the process of developing systems to collect Scope 3 (supply chain) emissions data and therefore cannot report on this area for 2010. In assessing our global supply chain emissions (see Hasbro Value Chain diagram below), we have identified the Scope 3 sources that we expect to report on in the future. These are data from manufacturing vendors, transportation (logistics) and business travel. So far, we have collected 2010 data from 64 vendor factories.

Environmental Value-Chain Framework



Hasbro Green Teams Make Sustainability Everyone's Business

We rely on our employees' support and enthusiasm to implement our environmental agenda. To foster such spirit, Hasbro's Green Teams - groups of employee volunteers interested in environmental sustainability - host fun and engaging staff events across various locations that bring employees together around sustainability issues.

One innovative event at our corporate headquarters in Rhode Island is Project Upcycle, a prime example of Hasbro's creative culture. Employees compete for prizes by converting used items or waste materials into designs, housewares and wearable art. Winners are chosen by a panel of local designers and leaders and recognized in our employee communications.

In 2011, the Green Team at our corporate headquarters also co-led Bring Your Child to Work Day, which fell on Earth Day. Chief Executive Officer (CEO) Brian Goldner spoke about the importance of sustainability to the well-being of future generations and gave examples of the way Hasbro is reimagining its business, products and packaging with an environmental focus.

The Green Team also hosts semi-annual Green Days, featuring a vendor fair where local companies showcase green products and services for employees. A yearly "Showcase in the Workplace" to encourage green design displays employees' arts, crafts, collections and hobbies for sale to colleagues in preparation for the holiday season. Table fees and raffle proceeds are donated to Hasbro Children's

Hospital.

Waste

Eradicating waste makes good business sense, enabling us to save resources and money. We recycle more than 80 percent of the non-hazardous waste produced at our owned and operated facilities and are working to reduce the consumer waste created by our packaging. Read more about our packaging initiatives in [Products and the Environment](#).

We are currently sending zero waste to landfill from our U.S. manufacturing processes. Waste reduction is a key performance indicator and is measured, communicated and acted on weekly. We have programs in place in three key areas: reduction (eliminate or minimize waste), segregation (maximize segregation of waste), and recycling. Waste that cannot be recycled at our U.S. factory is converted into bio-fuel pellets.

Future Fuels

Our U.S. factory has partnered with International Paper Products (IPP) in an innovative waste recycling program. IPP makes a renewable fuel product called Enviro-Fuelcubes, a biomass fuel used in commercial power plants. The company uses waste our factory generates to make the Enviro-Fuelcubes, which reduce dependence on fossil fuels, and burn more cleanly than coal, oil, or wood.



Our waste policy requires each Hasbro owned and operated facility to document its non-hazardous waste management practices and procedures, and to communicate them to employees. In addition, facilities must evaluate all non-hazardous waste streams, identifying and documenting all recyclable or reusable materials such as computers and electronic equipment, batteries, fluorescent bulbs, paper and newspaper, cardboard, scrap metal, glass and plastics.

Sites must maintain an up-to-date written recycling plan that includes materials to be recycled or reused onsite, a list of vendors that will be used to recycle materials, and methods of collection, storage, and shipment of material. Every year, sites are required to document the amount of non-hazardous waste sent off-site for disposal or recycling, and reused onsite. We work with our suppliers to ensure they minimize the packaging used for the materials and components they send to us.

In 2010, we recycled more than 9,500 tons of waste within Hasbro owned and operated facilities worldwide. Approximately 736,000 pounds of plastics were sent to a third party plastics recycler from our U.S. factory's molding operation. In another efficiency initiative, waste injection molding runners are automatically reground and reused at our factories' molding machines. We continue to look for new opportunities to further reduce unnecessary waste and scrap.

These efforts are producing significant results. In 2010, we reduced non-recycled non-hazardous waste by 9.6 percent from 2008 levels. See our detailed performance [here](#).

Waste Wise Since 1994

Our many waste reduction efforts include partnership with government. Through the U.S. EPA Waste Wise program, we track non-hazardous waste and recycling efforts for all our U.S. facilities and document how much waste has been recycled, avoiding landfill. Each category of waste is identified, providing a full picture of our waste and recycling streams and helping us prioritize reduction activities.



Water

While Hasbro is not a heavy user of water, water conservation is an important part of our approach to environmental sustainability. As with energy use, each Hasbro owned and operated facility is responsible for implementing formal procedures to minimize water consumption. For example, we have invested in water-saving equipment, such as low-flow sinks and toilets at our owned and operated factory in East Longmeadow, Massachusetts, and monitor water usage closely.

We have set a target to reduce our water use by 15 percent by 2012, from 2008 levels and are well on the way to meet this goal.

Reflecting our conservation commitment and culture, water consumption at our U.S. factory decreased by 2.2 million gallons from 2008 to 2010, a 9 percent reduction on a normalized basis.¹ See our detailed performance [here](#).

Earth Day, Every Day

On Earth Day 2011, Hasbro launched a new “Earth Day, Every Day” campaign at our corporate headquarters in Rhode Island. The campaign is aimed at stepping up employee engagement in our sustainability programs so that we can shrink our company’s environmental footprint.

With a focus on the impact of our daily operations, we developed quarterly themes – such as recycling, responsible paper use and using fewer water bottles. We first focused on our corporate goal of reducing Hasbro’s greenhouse gas emissions 10 percent from 2008 levels by 2012. Employees were encouraged to conserve energy at their workstations and given tools and tips for practicing sustainability in the workplace, such as information on carpooling. The response was enthusiastic — 92 percent of employees polled pledged to power down their workstation daily or most days.

As we educate employees on sustainability issues, we hope to create both a sustained reduction in Hasbro’s environmental impact and a more engaged and empowered workforce.

1. Data was normalized to average headcount.

Logistics

Transportation Mode

Our products can travel many thousands of miles from the production line to the retail store. We work closely with our contract carriers and manufacturers to minimize emissions from product distribution. Our shipping methods include truck, railroad, barge, and ocean vessel.

For international shipments from China, we strive to use rail and barge transport, and to ship through the seaport closest to the factory. This results in fewer trucks on the roads, shorter distance for product transportation and ultimately, fewer emissions. In 2010:

- 80 percent of Hasbro product was moved through the seaport closest to the factory
- 21 percent of our product leaving China was moved via rail
- 3 percent of product was moved via barge.

Container Efficiency

We work to minimize the number of containers shipped by maximizing use of space inside each unit. In 2010 our container utilization rate exceeded 90 percent. We are continuously working to improve this rate, for example by using loading software and requiring prior approvals for “light loading.”

At the ports of Los Angeles and Long Beach in California, Hasbro moves over 95 percent of its containers during off-peak hours as a part of Southern California’s PierPASS program, designed to address marine terminal issues such as congestion, security and air quality. Similarly, our distribution centers are staffed 24 hours per day, facilitating off-peak delivery. Off-peak delivery takes trucks off the road during heavy traffic periods, reducing fuel consumption and emissions. Our goal is to achieve and maintain 98 percent off-peak moves in Long Beach, California, in 2011 and beyond.

Carrier Efficiency

In the U.S., we encourage our carriers to participate in the SmartWay program, a voluntary partnership between the Environmental Protection Agency and the freight industry that works to reduce GHG emissions associated with shipping. In 2010, approximately 95 percent of Hasbro product domestic shipments were moved throughout the U.S. via SmartWay carriers.

Our U.S. Regional Distribution Strategy positions our products closer to retailer locations, reducing the number of shipments made and the distance product travels. We are developing similar distribution network strategies to be implemented in Eastern Europe and Russia in 2012.



Pioneering Rail Container Transport in China

Railway is the most reliable, efficient and cost effective means for inland road transportation. But rail service for moving containers was not an option in China before 2007, making truck transport Hasbro’s only option to get products to the port.

In recent years, increased export volume and worsening road congestion in Southern China spurred collaboration between the Chinese government and large manufacturers to search for alternatives.

In 2006, Ping Yan Railway, a railway that connects manufacturing areas to the import-export gateway of Yantian International Container Terminals, approached Hasbro to become the first shipper to use rail service to transport containers from factories to port.

April 18, 2007 marked the start of the first container railway service in Southern China. The first train delivered 40 containers of Hasbro's most popular products, including PLAY-DOH and MR. POTATO HEAD brand toys. The upgrade to rail transportation positively impacts our Scope 3 (supply chain) GHG emissions. An average shipment from our manufacturing vendor factories in Guangzhou to the Yantian port uses 93 percent less fuel than truck transportation.

"Several years ago when Hasbro started using our rail service, costs were higher than trucking, and the market knew few benefits of rail. Thanks to Hasbro's support and cooperation, we have been able to grow our rail service, offering more regularly scheduled routes and a greener mode of transportation. As time goes by, more and more customers are accepting rail and regard it as the best choice for inland China transportation in terms of cost and fixed-schedule, and environmental stewardship."

Wilson Huang, Senior Sales & Promotion Officer at Yantian International Container Terminals

Products and the Environment

Overview

Our commitment to environmental sustainability includes our products and packaging.

We are working hard to reduce packaging and to maximize the use of recycled materials for our packaging. Where we have to use virgin materials, we strive to find sources that are certified as sustainable.

We are also in the process of conducting preliminary life cycle analyses on some of our product brands. These will take into consideration both the physical products and the environmental impacts of their packaging.

While we strive to use the most environmentally responsible manufacturing materials available, we must always balance this approach with our unwavering commitment to product safety and our stringent quality assurance standards. Read more on materials used in our products and their environmental effects [here](#).

"We are fully committed to sustainable packaging and that's why we are actively pursuing our goal to eliminate PVC from all Hasbro core toy and game packaging beginning in 2013. It's a complex undertaking, but our world-class product and packaging designers and engineers are up for the challenge."

Duncan Billing, Chief Global Development Officer

Sustainable Packaging

Our Sustainable Packaging Guidelines (SPG) steer our designers and engineers to come up with the most environmentally responsible packaging possible. Its scope is comprehensive and includes: how to decrease product to packaging ratio; how to select materials; how to create reusable packaging; and sustainability documentation.

We have also designed and implemented an internal checklist, which our designers use to compare packaging systems. Environmental factors considered include the number of packaging layers, greenhouse (GHG) emissions associated with the packaging, and the type and weight of material used.

We have already made significant progress in reducing packaging related waste, including:

- Reducing the amount of adhesive taping on master cartons (used to ship our product)
- Reducing the size of master shipping cartons
- Specifying, where feasible, single-wall master carton construction, instead of double-walls
- Reducing the use of secondary tissue paper material
- Reducing window packaging (PVC) by changing to open and/or “try me” construction
- Increasing the percentage of recycled material and post-consumer waste in action figure cards
- Specifying 100 percent recycled material in medium-grade paper
- Specifying a minimum 98 percent post-consumer recycled content in Kraft grade paper.

While sourcing suitable packaging materials at the right price can present a challenge, we are seeking creative ways to further reduce the environmental impacts of our product packaging.

For example, we are aiming to enhance the overall recyclability of Hasbro's packaging systems by researching opportunities for using recycling compatible adhesives.

In Australia, Hasbro is a signatory to the Australia Packaging Covenant (APC), a voluntary government and industry initiative working to reduce the environmental effects of packaging. Since 2008, we have pledged to publicly report against eight key performance indicators. These include how we are implementing sustainable guidelines for packaging design and procurement and our efforts to improve onsite recovery and recycling systems for used packaging.

Minimizing Packaging

In seeking to cut the amount of material used in our packaging, we have learned that small steps can make a big difference.

One example is the use of acetate covered wire ties, traditionally used to secure our toys. In 2009, we used approximately 34,000 miles of wire ties – more than enough to wrap around the circumference of the Earth. In 2010, we met our goal to eliminate the use of wire ties in packaging, replacing them with more environmentally sustainable ties made from paper rattan or bamboo mix.

We have also eliminated the plastic bags in which game instructions were wrapped, removing 800,000 pounds of material worldwide from our waste stream.

PLAY-DOH Can-do

Among our efforts to reinvent existing packaging designs and reduce waste on a large scale is an overhaul of the PLAY-DOH can design. Introduced globally in 2011, the new improved cans feature three sustainability innovations:

- **Paperless labels** – By printing directly on the can, we anticipate saving enough paper to keep over 1,800 trees standing.
- **Tapered cans** – A tapered edge allows consumers to more easily store and reuse the cans, while reducing plastic yield.
- **Recycling education** – To encourage consumer recycling we added the #5 recycle symbol to the cans and #4 to the lids. While not a new packaging design, our goal is to influence end of life

behavior among consumers.

We also offer suggestions on ways to reuse PLAY-DOH cans [here](#).

In 2010 we manufactured more 284 million cans of PLAY-DOH. With figures like that, small changes can have a big impact.



Increasing Recycled Content

Another priority is increasing recycled content in the paper and cardboard used in Hasbro packaging and products. To this end, we are creating a benchmark of recycled content material and identifying sources that practice sustainable forest management. We have set a goal for 2011 to derive at least 75 percent of our paper and board packaging from recycled material or sources that practice sustainable forest management. By 2015, our goal is to raise this benchmark to 90 percent.

In support of these goals, we work closely, not only with our suppliers, but also with independent third parties who are experts in this area.

Sustainable Sourcing

Paper

Hasbro purchases paper from suppliers who practice sustainable forestry. Both of our owned and operated factories have achieved certification from recognized certifying bodies like the Forest Stewardship Council (FSC).

In 2010 we pledged to source at least 75 percent of paper packaging from recycled material or sources that practice sustainable forest management. By 2015, we aim to reach 90 percent usage of these materials and sources for all paperboard packaging and in-box content.

We also work with independent third parties to verify data from our suppliers to confirm our paper and pulp is sourced from sustainably managed forests. To gain a better understanding of sourcing paper products, we seek guidance from organizations such as the nonprofit World Resources Institute and Integrated Paper Services (IPS), a paper and pulp testing laboratory.

We communicate frequently with suppliers on our sustainable procurement efforts. In October 2010, we informed vendors of our intent to survey our entire supply chain to learn what sustainability certifications our suppliers have in place. In March 2011, we informed our vendors that external consultants would be auditing their printers and paper mills as part of this process.

During 2011 we completed third party audits on all paper mills and printers we use in China, using the services of independent laboratories. We also plan to conduct random third party testing through an independent laboratory to test our paperboard packaging for its fiber content.

New Paper Sourcing Policy

In November 2011, we released our first paper sourcing policy. The policy outlines our approach and our expectations of suppliers on sustainable paper sourcing.

Read more about our new paper policy [here](#).

We have communicated our new paper policy to our suppliers, informing them of our expectations and goals, and we have embedded the policy into our company-wide quality assurance policies and procedures. We will continue to monitor and report on our progress.

Material Content

The materials used in every Hasbro product and each product's packaging must be durable for use by our consumers and minimize impacts on the environment. We continually evaluate our materials to ensure we are meeting the highest standards possible. For example, in our U.S. factory, we now use [vegetable-based printing inks and aqueous coatings](#) in our printing processes for game and puzzle components, boxes and instructions.

PVC Phase Out

We understand that there are environmental concerns regarding the production, use and disposal of PVC. While PVC is recyclable in principle, its durability means that it is used in long-lasting products like water pipes and decking which are rarely recycled in practice. As a result, appropriate collection networks and processing facilities are not abundant, making PVC challenging and expensive to recycle.

We are working to eliminate PVC from our packaging beginning in 2013, for all new core toy and game products. This covers packaging for Hasbro products produced in our owned and operated manufacturing facilities and by third party factories. No new packaging for brand products manufactured in 2013 will use PVC. Prior to 2013, we will continue to phase out PVC from packaging wherever feasible, as with our subsidiary, Wizards of the Coast.

Currently, we have two forms of product packaging that use PVC:

- Blister packaging, which features a cavity or pocket where the product sits; and
- Window box packaging.

After preliminary testing to ensure comparable clarity and adhesion, we have identified two substitute materials for PVC in packaging:

- PET, a more environmentally-friendly and easily recyclable substance used to make disposable beverage bottles; and
- RPET, or partially recycled PET.

Not only are PET and RPET more easily recycled than PVC, they release no toxins when incinerated (the most common form of disposal).

While we are confident that PET and RPET are both good substitutes for PVC in packaging, there are challenges associated with using these materials. In particular, RPET is not readily available in China where most of our manufacturing takes place. To drive the switch to PET and RPET toward cost neutrality, we will therefore look to decrease the size of window box and blister packaging to offset the costs of sourcing these PVC substitutes.

Wizards Make PVC Disappear

Wizards of the Coast, a Hasbro subsidiary, began to rapidly phase out PVC packaging from the entire product lines in 2009, substituting easier-to-recycle PET or RPET (partially recycled PET) plastics. In just two years, Wizards of the Coast has phased out PVC from most packaging.

In 2010 Wizards of the Coast moved from PVC to PET for all blister packaging, and in 2011 moved from PET to RPET on over 70 percent of Wizards' product.

Building on Wizards' swift and significant success toward eliminating PVC from most packaging, we will continue to adopt PET and RPET more broadly in pursuit of our goal to eliminate PVC from packaging in all Hasbro core toys and games beginning in 2013.



Board Game Printing Goes Green

Our owned and operated U.S. factory which makes many of our Hasbro board games and puzzles, has received green certification for its printing processes by the nonprofit Sustainable Green Printing Partnership (SGP). Certification requires compliance with rigorous sustainability standards in three areas: production input materials; environmental, health and safety impacts of the manufacturing process; and the daily functions of the factory and its supporting activities.

Not only did Hasbro meet or exceed all of SGP's criteria, but we have incorporated its standards into the site's daily printing operations and our internal audit process.

We are proud of this validation of our efforts to integrate the most effective sustainability practices into our manufacturing process.

Product Life Cycle

As a company built on innovation, we are committed to deploying innovative approaches to improve the sustainability of our consumer products. To drive this process, we are in the early stages of undertaking a Life Cycle Management approach to prioritize, manage, and improve the performance of products or processes. This takes into consideration all stages of the product life cycle – from acquisition of raw materials through manufacture and distribution to end of product life.

We are beginning to gather information, engage with external Life Cycle Management experts, and explore strategic collaborations across industries in an effort to develop a formal process on life cycle management.

We are also evaluating the use of Life Cycle Assessment (LCA) software to aid in the process. Outcomes from Life Cycle Reviews can bring to light opportunities to reduce energy, greenhouse gas and other air emissions, water use, use of chemicals of concern, and waste generation.

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