



# 2024 Financial Highlights of the LEGO Group

(bDKK)	2024	2023	2022	2021	2020
<b>Statement of Profit or Loss</b>					
Revenue	74.3	65.9	64.6	55.3	43.7
Expenses	(55.6)	(48.8)	(46.7)	(38.3)	(30.8)
Operating profit	18.7	17.1	17.9	17.0	12.9
Financial items	(0.7)	(0.0)	(0.2)	(0.0)	(0.4)
Profit before tax	18.0	17.1	17.7	17.0	12.5
Net profit	13.8	13.1	13.8	13.3	9.9
<b>Statement of Financial Position</b>					
Total assets	68.7	58.9	55.2	48.0	37.2
Total equity	41.8	37.7	33.5	29.1	23.5
Total liabilities	26.9	21.2	21.7	18.9	13.7
<b>Statement of Cash Flow</b>					
Cash flow from operating activities	19.2	15.4	15.3	16.0	13.4
Purchase of property, plant, equipment and intangible assets	(9.0)	(8.5)	(6.0)	(3.1)	(1.9)
Free cash flow	10.2	6.9	9.3	12.9	11.5
Free cash flow, adjusted	9.1	5.6	8.5	12.2	10.9
<b>Employees</b>					
Average number (full-time)	26,765	25,136	23,775	20,198	17,431
Headcount end of year	31,282	28,528	27,338	24,484	20,468
<b>Other financials (%)</b>					
Revenue growth as reported	13	2	17	27	13
Revenue growth in constant currency	14	3	11	28	16
<b>Financial ratios (%)</b>					
Gross margin	68.3	68.1	68.8	69.6	69.7
Operating margin	25.2	26.0	27.7	30.8	29.6
Net profit margin	18.6	19.9	21.3	24.0	22.7
Return on equity (ROE)	34.7	36.8	44.0	50.4	43.4
Return on invested capital (ROIC)	52.0	57.1	77.8	94.0	74.1
Equity ratio	60.8	64.0	60.8	60.7	63.3



## Record top- and bottom-line

consistently outperforming the toy market and gaining market share.

## Outstanding operating profit

while accelerating spending on strategic initiatives in sustainability, retail and digital.

## Significant investments

in expanding offices and supply chain capacity close to main markets to support long-term growth.

Definitions of Financial ratios are disclosed in the 2024 Annual Report, note 1.1. Parentheses denote negative figures