



2024 Performance Highlights of the LEGO Group

FINANCIAL PERFORMANCE

Significantly outpaced toy industry and gained market share

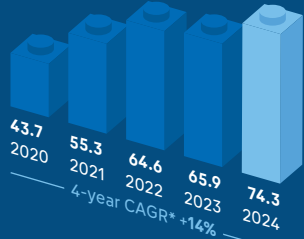
Further accelerated spending on strategic initiatives

Revenue (bDKK)

74.3

Growth +13%

vs. 2023

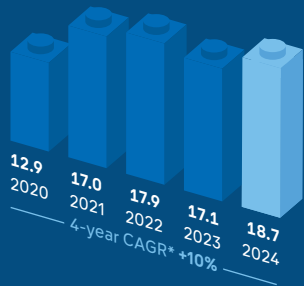


Operating profit (bDKK)

18.7

Growth +10%

vs. 2023



* Compound Annual Growth Rate. ** Through Koldingvej 2, Billund A/S. *** From 2024, this includes stores in LEGOLAND® Parks and Discovery Centres (40) run by Merlin Entertainments (Motion JVCo Limited), in addition to LEGO Branded Stores (201) owned and operated by the LEGO Group, LEGO Certified Retail (768) and LEGO Travel Retail (60) stores owned and operated by partners. The equivalent store count was 1,071 in 2023.

"2024 was an exceptional year for the LEGO Group. We achieved record top- and bottom-line results while accelerating spending on strategic initiatives, such as more than doubling the share of our purchases of sustainable raw materials."



Niels B Christiansen, CEO of the LEGO Group

Positive impact

12+ million children impacted via product donations & learning through play initiatives

25% owned by the LEGO Foundation** Significant profits go to supporting children around the world



Welcomed UN General Assembly adoption of International Day of Play

52.0% Return on invested capital

19.2 Cash flow from operating activities (bDKK)

10.2 Free cash flow (bDKK)

STRATEGIC INITIATIVES

Innovating play & brand



840

products, 46% were new in 2024

Launched first LEGO® Fortnite® sets

Expanded LEGO® Botanical Collection



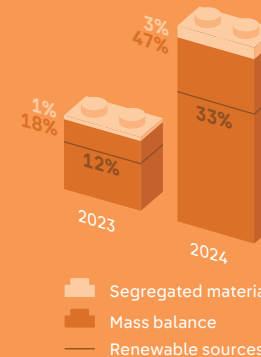
Popular themes

- LEGO® Icons
- LEGO® Star Wars™
- LEGO® Technic™
- LEGO® City
- LEGO® Harry Potter™



Building a sustainable future

- Half of the materials purchased were produced with sustainable sources
- The share of resin purchased according to mass balance principles more than doubled
- This means around 33% renewable sources can be attributed to the material we buy to make our products



Creating memorable brand experiences

1,069

branded stores worldwide***

Strong collaboration with global retail partners



Expanding our global supply chain network

- 3 Existing factories under expansion Mexico, Hungary & China
- 2 New factories under construction Vietnam – opening in 2025 U.S. – opening in 2027
- 2 Regional Distribution Centres Belgium – opened in 2024 Vietnam – opening in 2025

Advancing our digital ambitions

Bringing delightful LEGO brand experiences to life Retail partners | Consumers | Shoppers | Colleagues

5+ million downloads of our new LEGO Play app

