



The LEGO Group

# 2025 Performance Highlights

"We are very pleased with our outstanding performance in 2025, reaching record results driven by the strong LEGO brand, innovative portfolio and effective operating model. We also brought multi-year investments to life, advanced our sustainability agenda and continued investing in future growth."



Niels B Christiansen, CEO of the LEGO Group

## FINANCIAL PERFORMANCE

Record **top- and bottom-line** results  
Significantly outperformed the **toy market**  
Strong demand in all market groups and audiences



## SUSTAINABILITY PERFORMANCE

**Making materials & packaging more sustainable**

**56%** of packing lines converted to make paper-based bags

**33%** (2024) vs **52%** (2025)

**+20%** TOTAL SPEND ON SUSTAINABILITY INITIATIVES VS 2024

**52%** estimated average renewable & recycled sources in the raw materials (excluding colourants) we buy to make LEGO® products

**Positive impact through play**

**11.7 million** children impacted through social responsibility initiatives around the world

**3.6 million** parents and caregivers engaged with content to develop healthy gaming habits for their families

## STRATEGIC INITIATIVES

**Innovating play & brand**

**#1** reputable brand in Global RepTrak®100 survey

**70<sup>th</sup>** anniversary of LEGO System in Play

**30** years of LEGO Games

**868** products

**LARGEST PORTFOLIO YET!**

Launched first Formula 1® products & activations at 20+ Grand Prix races

**Popular themes**  
LEGO® City  
LEGO® Icons  
LEGO® Star Wars™  
LEGO® Technic™  
LEGO® Botanicals

**Creating memorable brand retail experiences**

**25<sup>th</sup>** anniversary of the LEGO online shop

**NOW IN 35 MARKETS**

**1,112** stores in 54 markets\*

**Record guest & customer satisfaction**

**Expanding global footprint**

**Vietnam**  
**6<sup>th</sup>** global factory opened

**5<sup>th</sup>** regional distribution centre opened

**Hungary**  
**+30%** production capacity inaugurated

**United States**  
**NEW** Americas head office in Boston opened

**NEW** Virginia New factory & regional distribution centre under construction

**OPENING IN 2027**

\* See footnote on page 9 of the 2025 Annual Report