

Performance Highlights

POSITIVE IMPACT

25% owned by the LEGO Foundation

Each year significant profits go to helping children develop via learning through play around the world.*

9.8+ million children

impacted through social responsibility initiatives in person and online. >10% above our yearly target.



"We are pleased with our performance in 2023. We continued to grow, despite a declining toy market. We increased market share and accelerated spending on strategic initiatives to support long-term growth."

Niels B. Christiansen, CEO, the LEGO Group

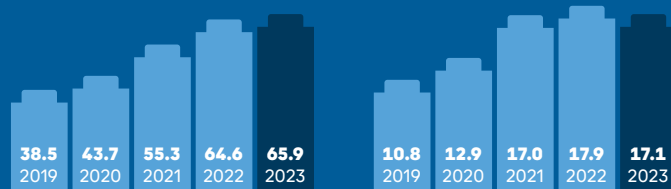
FINANCIAL PERFORMANCE

Outperformed toy market and gained significant market share.

Accelerated spending on strategic initiatives.

65.9 bDKK
Revenue

17.1 bDKK
Operating Profit



4-year CAGR** +14 %

4-year CAGR +12 %

57.1 %
Return on invested capital

15.4 bDKK
Cash flow from operating activities

6.9 bDKK
Free cash flow

* Through Koldingvej 2, Billund A/S ** Compound Annual Growth Rate

*** 195 LEGO Branded Stores owned and operated by the LEGO Group.

836 LEGO Certified Retail and LEGO Travel Retail stores owned and operated by partners.

BUILDING A SUSTAINABLE FUTURE

60% increase in spending on environmental initiatives

in 2023 vs. 2022, and by 2025 plans to have doubled its annual spend compared to 2023.

3 carbon emissions targets

- **2050** pledge to achieve net-zero emissions (scope 1, 2 and 3).
- **2032** science-based target of 37% reduction, compared to 2019 (scope 1, 2 and 3).
- **Annual carbon KPI** for all employees from 2024.

GLOBAL SUPPLY CHAIN NETWORK

Capacity expanded and capabilities upgraded at 3 factories

Hungary | Mexico | China |

2 new factories being built

in Vietnam and the U.S. both designed to be energy efficient and include solar farms to match their energy needs.

ADVANCING OUR DIGITAL AMBITIONS

Digital technology team grew

+27% vs. 2022 across our four digital offices.

Billund | Copenhagen | London | Shanghai |

INNOVATING PLAY



Largest portfolio ever, 47% of products were new.

LEGO® Fortnite®

1st digital experience with Epic Games.

Popular themes

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

LEGO® Builder app

15+ million downloads.
+14% vs. 2022.

MEMORABLE BRAND EXPERIENCES

1,031 branded stores

147 new stores opened globally in 2023.***

LEGO® Insiders

membership programme launched in August 2023.

LEGO® DREAMZzz™

New homegrown IP theme and entertainment series.

