



H1 2023 Performance Highlights

"We are satisfied with our performance. We outpaced the market and significantly grew market share. A big thank you to our great colleagues who do an amazing job every day to inspire and develop children around the world."

Niels B. Christiansen
CEO, the LEGO Group



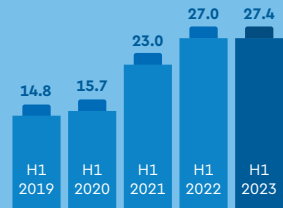
FINANCIAL PERFORMANCE

Substantial
market share gains

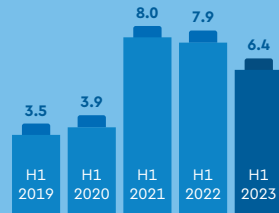
Reached more children

through growth in consumer sales, driven by continued demand for product portfolio, outpacing a declining toy market.

↑3%
Consumer sales



Stable revenue driven by demand for products and offset by careful inventory management by retail partners.



Solid result in line with expectations after an exceptional first half in 2022 while accelerating strategic initiatives including manufacturing, digital and sustainability.

LEGO

POSITIVE IMPACT

LEGO

25%

owned by the
LEGO Foundation*

Each year significant profits go to helping children around the world.

4.3+

million children
benefitted

from product donations and local community engagement activities in H1 2023.

* through Koldingvej 2, Billund A/S.

INNOVATING PLAY

LEGO

LEGO

LEGO

Popular themes

LEGO® City
LEGO® Friends
LEGO® Star Wars™
LEGO® Icons
LEGO® Technic™

DREAMZZZ

LEGO® DREAMZZZ™:
New homegrown IP

BRAND

#1
by Reputable (as of April 2023)
REPUTABLE BRAND



LEGO® Friends
universe re-imagined

CREATING A SUSTAINABLE FUTURE

LEGO

LEGO

Pledge to achieve
net-zero greenhouse
gas emissions
by 2050.

37%

CO₂ reduction target by 2032*

*vs. 2019



GLOBAL SUPPLY CHAIN NETWORK

LEGO

LEGO

Expanding
manufacturing capacity

Existing: China, Hungary, Mexico,
Czech Republic

New: Vietnam and the U.S.



INNOVATING RETAIL

LEGO

LEGO

89

New LEGO
branded stores
globally in H1 2023

988

In total globally



INVESTING IN DIGITAL

LEGO

LEGO

On track for 30%
growth in digital team
in 2023*

Copenhagen | Billund | Shanghai | London



*vs. 2020