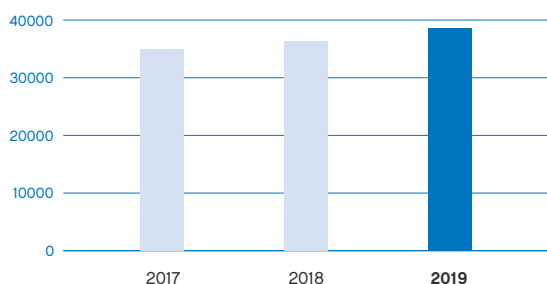


Financial Highlights of the LEGO Group

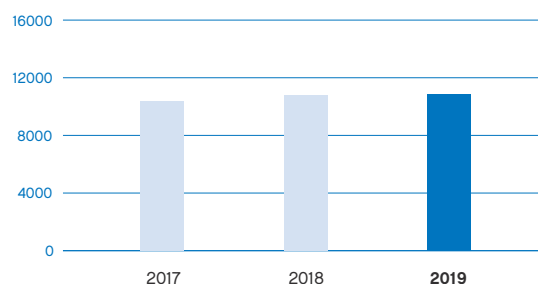


(mDKK)	2019	2018	2017	2016	2015
Income Statement					
Revenue	38,544	36,391	34,995	37,934	35,780
Expenses	(27,707)	(25,617)	(24,636)	(25,486)	(23,536)
Operating profit	10,837	10,774	10,359	12,448	12,244
Financial income and expenses	(85)	(264)	(158)	(57)	(96)
Profit before income tax	10,752	10,510	10,201	12,391	12,148
Net profit for the year	8,306	8,076	7,806	9,436	9,174
Balance Sheet					
Total assets	34,946	31,485	29,911	29,937	27,877
Equity	22,183	21,753	20,714	20,039	17,751
Liabilities	12,763	9,732	9,197	9,898	10,126
Statement of Cash Flow					
Cash flows from operating activities	9,645	9,847	10,691	9,084	10,559
Purchase of intangible assets	(346)	(54)	(35)	(92)	(126)
Purchase of property, plant and equipment	(1,827)	(1,448)	(1,494)	(2,908)	(2,822)
Cash flows from financing activities	(7,671)	(7,781)	(9,378)	(6,575)	(6,816)
Total cash flows	(188)	574	(210)	(483)	808
Employees					
Average number (full-time)	16,112	15,050	16,480	16,838	13,974
Headcount end of year	18,800	17,385	17,534	19,061	17,294
Other financials (in %)					
Revenue growth in constant currency	4	7	(7)	6	19
Financial ratios (in %)					
Gross margin	72.0	71.4	70.7	72.2	72.6
Operating margin	28.1	29.6	29.6	32.8	34.2
Net profit margin	21.5	22.2	22.3	24.9	25.6
Return on equity (ROE)	37.8	38.0	38.3	49.9	60.0
Return on invested capital (ROIC)	69.0	78.9	72.3	92.0	107.3
Equity ratio	63.5	69.1	69.3	66.9	63.7

Revenue (mDKK)



Operating profit (mDKK)



The Financial Highlights for 2019 are affected by the implementation of IFRS 16 Leases as from 1 January 2019. Comparison figures for 2018, 2017, 2016 and 2015 have not been restated due to the use of the modified retrospective approach. The implementation of IFRS 16 Leases in 2019 has a negative impact on ROIC (approximately 8 percentage points) and on Equity ratio (approximately 6 percentage points) compared to 2018. Implementation of IFRS 16 Leases is described in note 12 and 44. Financial ratios are calculated in accordance with the guidelines from the Danish Society of Financial Analysts. For definitions, please refer to note 11. Parentheses denote negative figures.