



The LEGO Group

Annual Report 2025



Welcome to the Annual Report 2025



Management's Review

| | |
|---------------------------------|----|
| Letter from the CEO | 4 |
| Performance Highlights | 5 |
| Financial Highlights | 6 |
| Strategic Overview | 7 |
| Financial Review | 11 |
| Board of Directors | 14 |
| Executive Leadership Team | 15 |
| Sustainability Governance | 16 |



Sustainability Statement

| | |
|--------------------------------|----|
| Sustainability Ambitions | 18 |
| General Information | 19 |
| Environment | 24 |
| Social | 33 |
| Governance | 39 |
| Performance Data | 41 |



Financial Statements

| | |
|--|----|
| Consolidated Financial Statements | |
| Statement of Profit or Loss | 44 |
| Statement of Comprehensive Income ... | 44 |
| Statement of Financial Position | 45 |
| Statement of Changes in Equity | 46 |
| Statement of Cash Flow | 47 |
| Notes | 48 |
| Parent Company Financial Statements | |
| Statement of Profit or Loss | 72 |
| Statement of Financial Position | 73 |
| Statement of Changes in Equity | 74 |
| Notes | 75 |



Additional Information

| | |
|---|----|
| Management Statement | 82 |
| Independent Auditor's Report | 83 |
| Independent limited assurance report on the Sustainability Performance Data | 85 |

Management's Review

- Letter from the CEO
- Performance Highlights
- Financial Highlights
- Strategic Overview
- Financial Review
- Board of Directors
- Executive Leadership Team
- Sustainability Governance



Letter from the CEO



We reached record results driven by the strong LEGO brand, innovative portfolio and efficient operating model. We also brought multi-year investments to life, advanced our sustainability agenda and continued investing in future growth.



2025 was an outstanding year for the LEGO Group. We achieved double-digit top- and bottom-line growth while maintaining strong momentum across all market groups and audiences.

Demand for our products remained high throughout the year, reflecting the enduring appeal of LEGO play for children and adults alike. Our growth was supported by excellent execution, a resilient supply chain, and continued efforts to improve productivity.

Our ability to balance creativity in product innovation with operational efficiency is a key advantage for the LEGO Group. As our portfolio, production volume and sales grew, we successfully handled the resulting complexity and continued to deliver consistently strong results.

At the same time, our strong financial performance allowed us to continue to make significant investments for the long term.

Reaching more builders than ever before

In 2025, performance was driven by our innovative portfolio, the largest to date, offering experiences for builders of all ages and passion points. As we celebrated 70 years of the LEGO System in Play, we continued to invest in strengthening the LEGO brand.

Our retail footprint grew as we opened new LEGO branded stores and upgraded existing locations.

We also announced plans to acquire LEGO and LEGOLAND Discovery Centres from Merlin Entertainments. This is an important step towards creating even more immersive, LEGO branded experiences for families.

Investments for the future

To support our long-term growth, we continued expansions at factories and offices. We celebrated the opening of our state-of-the-art factory in Vietnam and our new Americas head office in Boston, we inaugurated a significant capacity expansion at our factory in Hungary, and we broke ground on a new regional distribution centre in the U.S.

Building a more sustainable future

In total, we increased our investments in sustainability initiatives by 20 percent compared to 2024. Among other things, this enabled us to make progress towards our ambition to minimise our environmental impact.

In 2025, the amount of renewable and recycled content in the materials purchased to make LEGO bricks substantially increased to 52 percent, growing from 33 percent in 2024. This was achieved due to large increases in purchases of certified mass balance and segregated material. As a result, less virgin fossil-based materials were used to make LEGO bricks in 2025 than in 2022, even as revenue grew 29 percent in the same period.

Across our sites, we expanded renewable energy capacity through the installation of solar panels, including at our Vietnam factory which will be the first to run entirely on renewable energy. We also continued a cutting-edge geothermal energy project in Hungary.

Additionally, we have now successfully transitioned 56 percent of packing lines to paper-based materials in our move to reduce single-use plastics.

Positive impact through play

Play continues to be at the heart of everything we do. We celebrated the International Day of Play on 11 June, inviting children everywhere to play. We also introduced new playful activities to help parents and caregivers better support their children when engaging with the digital world.

Our success in all areas remains the result of the combined efforts of all our colleagues around the world. It is their enduring creativity and dedication that enabled us to significantly progress on our mission to reach more children with fantastic LEGO play experiences.

Niels B Christiansen
CEO of the LEGO Group

Performance Highlights

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



+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 RepTrak100 survey

70th
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

25th
anniversary of the LEGO online shop
NOW IN 35 MARKETS

1,112
stores in 54 markets*



Record guest & customer satisfaction

* See footnote on page 9

Expanding global footprint

Vietnam
6th
global factory opened

5th
regional distribution centre opened

Hungary
+30%
production capacity inaugurated

United States
NEW
Americas head office in Boston opened

Virginia
New factory & regional distribution centre under construction
OPENING IN 2027



Financial Highlights

| (mDKK) | 2025 | 2024 | 2023 | 2022 | 2021 |
|--|----------|----------|----------|----------|----------|
| Statement of Profit or Loss | | | | | |
| Revenue | 83,530 | 74,325 | 65,914 | 64,647 | 55,294 |
| Expenses | (61,496) | (55,584) | (48,806) | (46,726) | (38,250) |
| Operating profit | 22,034 | 18,741 | 17,108 | 17,921 | 17,044 |
| Financial items | (347) | (695) | (49) | (245) | (39) |
| Profit before tax | 21,687 | 18,046 | 17,059 | 17,676 | 17,005 |
| Net profit | 16,710 | 13,792 | 13,109 | 13,782 | 13,285 |
| Statement of Financial Position | | | | | |
| Total assets | 79,360 | 68,691 | 58,856 | 55,192 | 47,991 |
| Total equity | 49,335 | 41,771 | 37,662 | 33,539 | 29,138 |
| Total liabilities | 30,025 | 26,920 | 21,194 | 21,653 | 18,853 |
| Statement of Cash Flow | | | | | |
| Cash flow from operating activities | 19,931 | 19,150 | 15,397 | 15,304 | 16,048 |
| Purchase of property, plant, equipment and intangible assets | (9,190) | (8,960) | (8,466) | (5,976) | (3,159) |
| Free cash flow | 10,783 | 10,193 | 6,934 | 9,332 | 12,892 |
| Free cash flow, adjusted | 9,649 | 9,135 | 5,578 | 8,464 | 12,195 |

| | 2025 | 2024 | 2023 | 2022 | 2021 |
|-------------------------------------|--------|--------|--------|--------|--------|
| Employees | | | | | |
| Average number (full-time) | 29,112 | 26,765 | 25,136 | 23,775 | 20,198 |
| Headcount end of year | 33,801 | 31,282 | 28,528 | 27,338 | 24,484 |
| Other financials (%) | | | | | |
| Revenue growth as reported | 12 | 13 | 2 | 17 | 27 |
| Revenue growth in constant currency | 14 | 14 | 3 | 11 | 28 |
| Financial ratios (%) | | | | | |
| Gross margin | 67.8 | 68.3 | 68.1 | 68.8 | 69.6 |
| Operating margin | 26.4 | 25.2 | 26.0 | 27.7 | 30.8 |
| Net profit margin | 20.0 | 18.6 | 19.9 | 21.3 | 24.0 |
| Return on equity (ROE) | 36.7 | 34.7 | 36.8 | 44.0 | 50.4 |
| Return on invested capital (ROIC) | 51.1 | 52.0 | 57.1 | 77.8 | 94.0 |
| Equity ratio | 62.2 | 60.8 | 64.0 | 60.8 | 60.7 |

Definitions of Financial ratios are disclosed in [note 1.1](#). Parentheses denote negative figures.



Strategic Overview

To bring the superpower of LEGO play to more children around the world, we invest in a range of strategic initiatives designed to support our long-term growth.



Innovating play and brand

Through a strong brand and an innovative portfolio of physical and digital LEGO play experiences, we engage fans of all ages and inspire new generations of builders.



Expanding global footprint

Ongoing expansions of our supply chain network will add new factories and distribution centres to ensure we consistently meet demand. By placing sites close to major markets, we increase resilience, improve responsiveness and reduce environmental impact.



Creating memorable brand retail experiences

By investing in immersive retail, we create unforgettable brand and shopping experiences for kids and adults – both in store and online – as we continue to deepen engagement with shoppers and fans worldwide.



Advancing digital ambitions

To enable excellent brand experiences and efficient ways of working, we continue to modernise platforms and processes to support growth and improve efficiency, while maintaining secure, resilient technology systems globally.



Investing in inclusive workplaces

We create inspiring workplaces in locations where we can attract the best talent and ensure colleagues feel included, supported and able to do their best work.



Building a more sustainable future

Our sustainability efforts focus on minimising our environmental impact, having a positive impact on children and the communities we are part of, and ensuring that everyone involved in making LEGO bricks can work in fair and safe conditions. Learn more in the [Sustainability Statement](#).

Innovating play and brand

2025 was defined by an innovative product portfolio and impactful brand activations that showcased the power of LEGO play.

This year, we celebrated the 70th anniversary of the LEGO System in Play, first introduced in the LEGO Town Plan set in 1955. This simple yet revolutionary concept is at the heart of every LEGO play experience, meaning all LEGO elements fit together seamlessly. Its timeless consistency and versatility has made the LEGO brand synonymous with reinvention and supported generations of builders in developing essential skills, like creativity and problem-solving.

In 2025, the LEGO brand was stronger than ever. For the third consecutive year, the LEGO Group was ranked as the most reputable company by the RepTrak Company™ and was named in the TIME100 Most Influential Companies list, highlighting its contribution to global culture.

Our campaigns helped reinforce the relevance of the LEGO brand, driving awareness and demand throughout the year. We inspired children to play through campaigns like 'She Built That' which championed girls' creativity, and 'Never Stop Playing' to encourage children and families to rediscover their playful spirit.

The 2025 portfolio reached a record size with 868 products, up from 840 last year, and about half of which were new. Among the bestselling themes were LEGO City, LEGO Icons, LEGO Star Wars™, LEGO Technic and LEGO Botanicals. The Botanicals line was expanded with new products for kids, building on the theme's popularity to attract a new fan base.

As part of our partnership with Formula 1, we launched the first products and ran activations at various Grand Prix races. Additionally, we announced a new partnership with the all-female F1 ACADEMY™ which will see LEGO Racing join the line up from 2026.

New partnerships brought exciting products to life, including collaborations with Bluey, NIKE, Inc. and Netflix's hit anime series, ONE PIECE.

As we marked the 30th anniversary of LEGO Games, we released new titles, including LEGO Party and LEGO Voyagers, and announced LEGO Batman™: Legacy of the Dark Knight, planned for launch in 2026. We also continued to connect with kids via digital and physical play, for instance through LEGO Fortnite, which now includes both a vibrant gaming experience with millions of engaged players and a growing range of physical sets. We further expanded our portfolio with new popular sets based on beloved gaming franchises, including LEGO Minecraft and LEGO Super Mario™.

Together with children and families around the world, we celebrated the second International Day of Play on 11 June with playful activities in cities around the world.

To offer fans of all ages even more memorable hands-on brand experiences, we announced plans to acquire 29 LEGO Discovery Centres and LEGOLAND Discovery Centres from Merlin

Entertainments. The acquisition was completed on 27 February 2026. These attractions are located in nine countries and attract around five million visitors a year.



10

driveable cars made of LEGO bricks took to the track for the Miami Grand Prix driver's parade



Sets in the LEGO product portfolio | Number |





← Vietnam Factory
The factory has been designed to operate on 100 percent renewable energy from 2027

Expanding global supply chain

In 2025, we further strengthened our global supply chain network to enhance its resilience and flexibility. We invested in new manufacturing facilities and distribution centres as well as expanded and upgraded existing factories. We now have six factories and five regional distribution centres, aligned with our ambition to operate close to our markets.

In Vietnam, our multi-year investments came to life as we opened a 150,000 m² factory and regional distribution centre to support long-term growth in Asia and beyond.

In Virginia, U.S., we are making progress on the construction of a new factory and broke ground on a new regional distribution centre, with both facilities scheduled for completion in 2027. While we build the new facility, we are operating a temporary packing facility in Virginia to meet demand in the U.S.

We also made steady progress on several expansion projects. In Mexico, construction continued on a new packing building, already partly in use and expected to be fully operational in 2026. In Hungary, we completed a multi-year investment that increased production capacity by 30 percent, with the site now twice the size it was when it opened in 2014.

During the year, we also celebrated key milestones, including the 25th anniversary of our factory in Czechia and the 10th anniversary of our factory in China.



Creating memorable brand retail experiences

To bring the LEGO brand to life for fans of all ages, we continued to invest in immersive experiences in retail – in our own channels and those of our partners.

We are grateful for the ongoing support from retail partners in expanding the availability of LEGO products and supporting the continued growth of the LEGO brand across many markets. Customers awarded us with record high satisfaction scores in the annual survey, demonstrating our commitment to mutual value creation.

LEGO Brand Retail Stores and LEGO.com welcomed a record number of visitors and achieved our highest ever guest satisfaction scores this year. Our global retail network now consists of 1,112 stores in 54 markets, compared to 1,069 last year, as we opened 83 new stores.

We also increased focus on optimising our portfolio of retail stores, emphasising strategic locations, world-class shopper experiences and long-term growth potential.

2025 marked the 25th anniversary of the LEGO online shop, now available in 35 markets. This year, we further upgraded online and mobile shopping experiences with simplified navigation, better search, improved accessibility and new opportunities for brand immersion.

We further developed our loyalty programme, LEGO Insiders, to reward fans with exclusive products, offers and experiences and attracted millions of new members during the year.

→ Store opening
We opened a new LEGO Brand Retail store in Paris

1,112
stores worldwide*

* Includes 214 LEGO Branded Stores owned and operated by the LEGO Group, as well as 800 LEGO Certified Retail stores, 57 LEGO Travel Retail stores, and 41 stores in LEGOLAND Parks and Discovery Centres that are owned and operated by partners.



Advancing digital ambitions

In 2025, we continued several multi-year transformational programmes to modernise our core digital foundations, including enterprise resource planning, data management, product lifecycle systems, shopper and membership platforms and security infrastructure. These upgrades will support future growth, innovation and a resilient technology environment.

To enable more connected and effective commercial and product experiences, we delivered improved tools for marketing activation, business-to-business order and inventory management, as well as consumer and shopper engagement.

We invested in technologies and platforms that help create great brand experiences for consumers, shoppers and retail partners, while supporting more productive, data-driven and efficient ways of working for colleagues.

In addition, we maintained and strengthened security and regulatory standards, delivering key initiatives across information security, payments, legal and trade compliance and sustainability reporting.



We achieved record high motivation & satisfaction scores among colleagues



→ Americas head office in Boston
Ribbon-cutting ceremony to celebrate the opening with colleagues and local partners

Investing in inclusive workplaces

We are committed to creating world-class workplaces where everyone feels welcome, included and able to perform at their best.

In 2025, we continued our programme of physical workplaces upgrades. We opened a new Americas head office in Boston and a new office in Tempe, Arizona for the Consumer and Shopper Engagement team. We also announced plans to relocate the London Hub to an iconic location at 76 Southbank in 2027, creating space for up to 1,500 colleagues.

In Denmark, construction advanced on two new campuses at our Billund headquarters. Engineering, quality and production colleagues are expected to begin moving into the new Kornmarken Campus during early 2026 while the move to Innovation Campus for Product

Marketing & Development is scheduled for 2028. In addition, a new Hub in Copenhagen is under development and set to open in 2027.

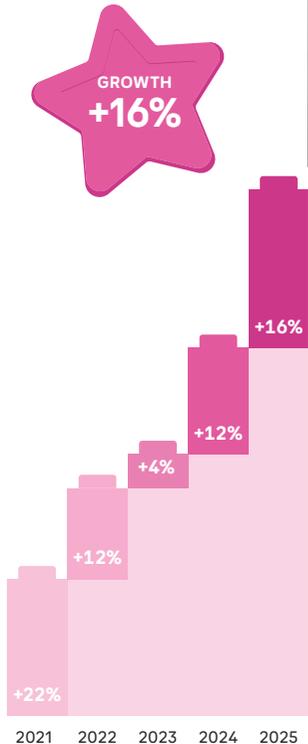
We remain committed to programmes designed to support well-being, foster inclusivity and recognise the diversity of our workforce, which is made up of colleagues from more than 130 different nationalities. This included ongoing efforts by our Inclusion Networks and celebrations of culturally meaningful moments for colleagues such as Black History Month, International Women's and Men's Day, and Pride.

The strong engagement and commitment of our global teams was reflected in the record high levels of motivation and satisfaction among colleagues, with a score of 83 making us the top company assessed by survey vendor, Ennova.

Financial Review

Consumer Sales

In constant currency



The LEGO Group's main activities are the development, manufacturing, sales and distribution of play experiences, educational materials, and LEGO branded merchandise around the world.

2025 was an outstanding year for the LEGO Group. The company delivered record top- and bottom-line results, balancing creativity with high productivity, while funding investments in supply chain and increasing significant spending in short- and long-term strategic initiatives, including sustainability and digital technology.

Commercial momentum and market share

The LEGO Group increased its consumer sales by 16 percent in 2025, up from 12 percent the previous year. The continued commercial success was mainly driven by a strong and innovative product line-up, with about half of its products being new vs last year. High-performing novelties across all market groups saw strong appeal from children and adults alike.

In 2025, the LEGO Group gained market share as it significantly outperformed the toy industry, which grew with 7 percent vs a slight negative growth last year.

Revenue

83.5 bDKK

GROWTH
+12%

Operating Profit

22.0 bDKK

GROWTH
+18%

Revenue

Revenue increased 12 percent to DKK 83.5 billion compared to DKK 74.3 billion in 2024, exceeding the projected single-digit growth. This achievement builds on the strong results in 2024. Revenue growth, excluding the impact of currency, was 14 percent. Primary drivers included a strong product portfolio, excellent retail execution across owned and partner channels, resulting in growth in all market groups with notable performance in Western Europe, the Americas and CEEMEA*. This was further supported by a flexible and resilient global supply chain.

Operating profit

Operating profit was DKK 22.0 billion in 2025, up 18 percent compared to DKK 18.7 billion in 2024. Excluding the impact of currency, operating profit grew by 17 percent against 2024. This was driven by record top-line supported by production scale efficiencies, and successful productivity initiatives. The operating margin increased from 25.2 percent in 2024 to 26.4 percent in 2025.

Tax and effective tax rate

Income tax expenses amounted to DKK 5.0 billion compared to DKK 4.3 billion in 2024 and the effective tax rate was 22.9 percent against 23.6 percent in 2024.

Net profit

Net profit increased by 21 percent and was impacted by foreign currency losses, mainly unrealised, and ended at DKK 16.7 billion in 2025 against DKK 13.8 billion in 2024, which was above expectations.

* Central & Eastern Europe, Middle East and Africa

Assets

The LEGO Group's assets increased to DKK 79.4 billion in 2025 compared to DKK 68.7 billion in 2024 due to investments in property, plant and equipment (PPE) and intangible assets of DKK 9.2 billion compared to DKK 9.0 billion in 2024. This included expanding capacity and developing capabilities in existing factories in Mexico, Hungary and China, investing in new factories and regional distribution centres in Vietnam and the U.S., as well as further expanding office and warehouse capacity.

Free cash flow

The LEGO Group has a strong financial foundation, enabling significant capital investments and increased spending on strategic initiatives to drive growth now and in the future. Cash flow from operating activities increased 4 percent to DKK 19.9 billion, compared to DKK 19.2 billion in 2024, driven by operating profit while the company maintained a high level of investments in PPE and intangible assets of DKK 9.2 billion up from DKK 9.0 billion in 2024. This resulted in free cash flow of DKK 10.8 billion against DKK 10.2 billion in 2024.

People Promise

The company strives to deliver results that are aligned with its core values and mission. This is achieved through its Performance Management Programme (PMP), a bonus scheme with shared key performance indicators (KPIs) aligned to the four LEGO Promises focused on people, play, partners and the planet. This ensures that all colleagues work together towards achieving values-driven results and reaching the LEGO Group's short- and long-term ambitions. To cultivate an environment where all colleagues can succeed and grow together, programmes and policies help create welcoming, inclusive and supportive workplaces. These include

medical assistance, training to support learning & development, and extended parental leave. At the end of 2025, there were 33,801 employees, up 8 percent from the end of 2024.

Partner Promise

The LEGO Group aims to live up to its Partner Promise by being a lawful, ethical, and respectful partner and sustaining a positive impact on its stakeholders and its local communities. The company is a signatory of the UN Global Compact to demonstrate its support for human rights, labour standards, anti-corruption and the environment. The Sustainability Statement, on [page 19](#), reports on the actions taken to embed the principles outlined in the UN Global Compact. Pursuant to sections 99b of the Danish Financial Statements Act, the 2025 Sustainability Statement constitutes the statutory statement of the company's corporate social and environmental responsibility.

Risks and governance

The company's Enterprise Risks are identified and assessed by management and reviewed by the Audit Committee annually. The risks are managed through the company's compliance programmes, corporate policies and internal control systems to minimise potential impact. Selected key risks are reviewed by the Corporate Compliance Board reporting to the Executive Leadership Team and subordinate to the Audit Committee.

The Board of Directors approves the external annual reporting as well as sustainability commitments and targets, supported by the Corporate Compliance Board. The Audit Committee monitors the financial and sustainability reporting, double materiality assessment and oversees the control environment. More information can be found in the [Sustainability Governance section](#).

Avoiding harm to children, people and planet

The LEGO Group focuses on complying with regulation and international best practice to ensure human rights, well-being, privacy and safety for everyone who engages directly or indirectly with the company or its products. To continuously support the company's sustainability ambitions in its business strategy and to have a positive impact on employees, consumers and society, the LEGO Group has integrated sustainability into its business model and introduced policies and an annual carbon emissions reduction KPI linked to employee bonuses as a part of PMP.

Management has assessed the potential material impact from value chain risks, listed in the Value Chain on [page 23](#), and further concluded that the useful lives of property, plant and equipment could be financially impacted by climate-related risks. See description in [note 3.1](#).

Macroeconomic uncertainty

This continues to be high risk as geopolitical tension may have a significant impact on supply chain and consumer demand, particularly from trade disruptions. The costs related to global trade flows were minimised due to the company's regionalised setup.

The LEGO Group continues to closely monitor a range of factors, including inflation and tariffs, and their potential impact on the business.

The inflationary impact globally, especially on production and distribution costs, was relatively insignificant during the year and the LEGO Group's risk is considered low. The majority of the LEGO Group's sales are in foreign currencies, and the risks relating to currency fluctuations are described in [note 4.4](#).

The company's risk relating to trade receivables is low. The LEGO Group has no significant trade receivables risk concentrated in specific countries except for some single significant trade debtors in the U.S. The LEGO Group has standard procedures for determining the granting of credit limits. For more information, see [note 3.3](#).

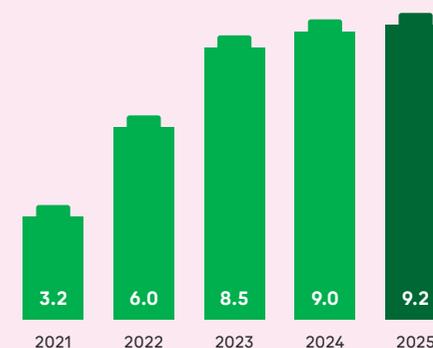
Cyber and IT security

The area continues to be high risk as the LEGO Group relies on information, data, and digital technology to inspire and develop the builders of tomorrow. The company continues to develop effective cybersecurity risk management and meets regulatory requirements to protect its reputation and financial position.

Compliance risks

The LEGO Group is committed to complying with all applicable laws and regulations in the countries in which it operates. New legislation and key strategic or enterprise risks like Cybersecurity, Intellectual Property Rights, Data Privacy, Tax and Corporate Law are monitored closely and reviewed frequently, and employees undergo compulsory training in e.g., Competition

Maintained a high level of investments to expand capacity | bDKK |



Law, Anti-bribery & Corruption, Business Conduct and Ethics, Partner Integrity and Data Privacy.

Tax compliance

The LEGO Group's Global Tax Strategy is defined by the Board of Directors and reviewed on an annual basis to ensure it meets expectations from society and stakeholders. The taxes paid and the jobs created are important parts of the LEGO Group's contribution to the communities it is part of.

Taxation plays a key role in helping countries finance their policies to achieve the UN Sustainable Development Goals. Over the past years the B Team's Responsible Tax Principles have been embraced in the LEGO Group's **Global Tax Strategy**.

Overall, the LEGO Group aims to:

- Pay its fair share of taxes to support the communities in which it operates.
- Proactively monitor, manage and mitigate tax risks and maintain a high quality of tax compliance processes.
- Engage with policymakers, authorities and interest groups to support transparent and responsible tax practices.
- Not create tax structures or artificial tax schemes that are intended for tax avoidance and that have no commercial or business substance.

The company follows the arm's length principle and adheres to the principles of the OECD regulations on transfer pricing.

The LEGO Group's Total Tax Contribution to public finances for 2025 is DKK 17.8 billion, compared to DKK 15.1 billion in 2024, of which DKK 7.2 billion are borne (comprising of all taxes which are a direct cost to the LEGO Group) and DKK

10.6 billion are collected (including all taxes which the company has been withholding from others, not impacting the financial results).

Anti-bribery and corruption

The LEGO Group does not accept any form of bribery or corruption and all employees must comply with the LEGO Code of Ethical Business Conduct. To ensure awareness and compliance, management mandates yearly compulsory training. In 2025 there were no fines or settlements for instances of non-compliance with anti-bribery and corruption laws.

Gender representation on the Board of Directors

In line with the Danish Companies Act, the Board of Directors in the Parent Company is considered gender balanced as it consists of three female and five male members, or a split of 38 percent / 62 percent as of 31 December 2025. We retain our ambition to have gender balance in our Board of Directors accordingly.

Data ethics

The LEGO Group is committed to handling data responsibly. The company follows four key data ethics principles which are that data must be used within the company in a positive, fair, clear, and responsible way. The LEGO Group's statement on data ethics, cf. section 99d of the Danish Financial Statements Act, can be found at [LEGO.com/AboutUs/LEGO-Group/Policies-and-reporting/Policies](https://www.lego.com/AboutUs/LEGO-Group/Policies-and-reporting/Policies).

Outlook

In 2026, the LEGO Group expects to achieve single-digit revenue growth driven by an innovative portfolio, strong retail execution and resilient supply chain. The company expects net profit to be in line with 2025 levels, due to continued significant spend on strategic initiatives such as sustainability and digital technology.

Taxes collected

10.6 bDKK

Taxes borne

7.2 bDKK

Total Tax Contribution

17.8 bDKK

The Total Tax Contribution is split into five different types of taxes paid:

Profit: taxes on the LEGO Group's profits as well as withholding taxes.

People: taxes and social security contributions.

Product: indirect taxes on the production and consumption of goods and services, including VAT and sales tax, customs duties, etc.

Property: taxes on the ownership, sale, transfer or occupation of property.

Planet: taxes, duties and contributions levied on the supply, use or consumption of goods and services that are harmful to the environment.

By category | mDKK |

| | | | | | |
|---|----------|-------|---|---------|-------|
|  | Planet | 95 |  | Profit | 32 |
|  | Property | 129 |  | People | 4,591 |
|  | Product | 655 |  | Product | 5,957 |
|  | People | 1,302 | | | |
|  | Profit | 5,023 | | | |

Board of Directors



Chair
Thomas Kirk Kristiansen

Thomas Kirk Kristiansen represents the fourth generation of the owner family. He is Chair of the Board of LEGO A/S and has been a member of the Board since 2007. Furthermore, Thomas is Chair of the Board of Directors of KIRKBI A/S, the LEGO Foundation and LEGO Foundation Investments A/S. Thomas is also a member of the Board of Directors of Merlin Entertainments Limited, a board member in two fully-owned subsidiaries of KIRKBI A/S and Executive Manager of Kirk & Kirk Holding ApS with management roles in four subsidiaries.



Deputy Chair
Søren Thorup Sørensen

Søren Thorup Sørensen has been a member of the Board of LEGO A/S since 2010 and currently serves as Deputy Chair and Chair of the Audit Committee. He is the Chief Executive Officer of KIRKBI A/S. In addition, Søren is Deputy Chair of Ole Kirk's Fond and a member of the Boards of Merlin Entertainments Limited, LEGO Foundation Investments A/S, ATTA Fonden, K2 Fonden af 2023, and four fully-owned subsidiaries of KIRKBI A/S.



Ebi Atawodi

Ebi Atawodi became a member of the Board of LEGO A/S in 2024. Ebi is Senior Director of Product at Google, where she leads Google Developer Experience and YouTube Studio. She was previously Director of Product at Netflix leading Payments across EMEA, and prior to that, Head of Product at Uber where she led global payments experiences across all Uber apps. She is also an award-winning documentary filmmaker and previously led communications and sponsorship at telecommunications company Etisalat.



Fiona Dawson

Fiona Dawson has been a member of the Board of LEGO A/S since 2020. She worked for family-owned Mars, Incorporated for over thirty years and retired in July 2021 to focus on her Board Portfolio. Fiona currently sits on the Boards of Marks and Spencer Group PLC, Reckitt PLC and Kerry Group PLC. She also sits on a number of advisory Boards including The Social Mobility Foundation and chairs the Chartered Management Institute.



Alessandro Nasi

Alessandro Nasi was appointed to the Board of Directors in May 2025. He is the fifth generation member of the Agnelli family, original founders of Fiat and multi-business family owners, and is currently Non-Executive Director of Exor NV. Alessandro has been a member of the Board of Directors of KIRKBI A/S since May 2024 and an advisor since 2019.



Jan Thorsgaard Nielsen

Jan Thorsgaard Nielsen has been a member of the Board of LEGO A/S since 2013 and is a member of the Audit Committee. Jan is the Chief Investment Officer of A.P.Møller Holding. He also holds positions as Chair of the Board of C2X and Deputy Chair of the Boards of Unilabs, Faerch and Iv3 Aqua. In addition, he is a member of the Board of Concentric and a member of the Board of Governors at Copenhagen International School.



Ilkka Paananen

Ilkka Paananen became a member of the Board of LEGO A/S in 2024. Ilkka is the CEO and co-founder of Supercell. In addition, Ilkka helps other entrepreneurs as both an investor and a mentor through his founder office called Illusian. He has also co-founded We Foundation and serves as a Board Advisor at Zwift.



Anne Sweeney

Anne Sweeney has been a member of the Board of LEGO A/S since 2020. She is also a member of the Boards of Directors of Netflix, Inc. and KIRKBI A/S, the Boards of Trustees at the Mayo Clinic and the J Paul Getty Trust Group, and a Deans Distinguished Fellow at the Harvard University Graduate School of Education. Anne previously served as co-chair of Disney Media Network, and President of the Disney/ABC Television Group.

Executive Leadership Team



President
& Chief Executive Officer

**Niels B
Christiansen**

Niels B Christiansen is CEO of the LEGO Group and CEO of LEGO Holding A/S which brings together all LEGO branded activities and investments. Under his leadership, the LEGO Group has expanded retail stores across the world, launched the first sustainably sourced LEGO elements, created innovative play experiences, and maintained its ranking as a highly reputable and loved brand globally. He is Chair of the Board of Demant A/S and a member of the Boards of the Tetra Laval Group, Coloplast A/S and K2 Fonden af 2023.



Chief Financial Officer

**Jesper
Andersen**

Jesper Andersen is responsible for the LEGO Group's finance team which includes strategic financial planning and reporting, business partnering, audit, tax, and treasury. He also oversees the company's legal, compliance and risk management, strategy and transformation, ERP transformation, global business services and government & public affairs teams. Jesper is a member of Board of PVH Corp. and Managing Director of LEGO Digital Play Holding A/S. Jesper is a member of the Board of PVH Corp.



Chief Digital
& Technology Officer

**Atul
Bhardwaj**

Atul Bhardwaj leads the LEGO Group's digital and technology strategy, including overseeing its continued digital transformation to support long-term growth. His teams create digital products and experiences for all LEGO fans – from kids and families to shoppers, retail partners and LEGO colleagues – and support the company's technology foundations in infrastructure, security and data. Atul serves on the Technical and Customer Advisory Boards for Blackstone, Insight Partners, HCLTech and Salesforce Ventures.



Chief Commercial Officer

**Colette
Burke**

Colette Burke is responsible for the LEGO Group's global commercial strategy which includes e-commerce, B2B retailer partnerships, omnichannel development, branded retail channels and geographic expansion into new countries. Reporting to Colette are the company's Market Groups including the Americas, Western Europe, CEEMEA, Asia Pacific and China, as well as LEGO Retail. She also leads the global functions of commercial development, markets and channels marketing and commercial operations. Colette is a member of the Board of WH Smith PLC.



Chief Product
& Marketing Officer

**Julia
Goldin**

Julia Goldin leads the development of products, play experiences, and brand engagement across digital and physical channels, designed to inspire, excite, and educate kids and families. She oversees product development, marketing, brand campaigns, content, gaming, research, licensing, partnerships, and the in-house creative agency. Julia also serves on the boards of UN Live Museum and Fiskars Group.



Chief Operations Officer

**Carsten
Rasmussen**

Carsten Rasmussen is responsible for the LEGO Group's operations strategy which includes all aspects of the company's manufacturing, supply chain planning, sales & operations planning, quality, engineering, procurement, distribution, and corporate facilities. Carsten is a member of the Boards of Nobia AB and Danish Crown Amba.



Chief People Officer

**Loren I
Shuster**

Loren I Shuster leads the People, Places, and Culture organisation, delivering on the LEGO Group's People Promise, enabling all employees to succeed and grow together. He oversees the Group's people strategy to attract, develop, and retain talent, as well as Social Responsibility, Workplace Experience, and Corporate Brand Communications. Loren is a board member of Boku Inc. and serves as an Advisor to the Institute of Business Ethics.

Sustainability Governance

The LEGO Corporate Policy Framework, which sets the corporate behavioral directions and framework for our company processes, consists of 13 Corporate Policies and a number of underlying Corporate Standards.

View all the Corporate Policies of external relevance, including our Environmental Policy [here](#).



Board of Directors

Approves the sustainability commitments, targets and reporting, and monitors that targets are achieved.

Chair
Thomas Kirk Kristiansen



Audit Committee

Appointed by the Board of Directors which reviews data governance, sustainability targets and reporting, and in turn makes recommendations to the Board of Directors.

Chair
Søren Thorup Sørensen



Executive Leadership Team (ELT)

Is accountable for sustainability programmes, proposes sustainability commitments and targets to the Board of Directors and ensures they are achieved.

Chair
Niels B Christiansen



Corporate Compliance Board

The Corporate Compliance Board is the highest decision authority with respect to non-compliance issues in the LEGO Group, and it reports directly to the Board of Directors. The Corporate Compliance Board reviews any major non-compliance issues including the development of non-compliance reports every quarter, required by external regulations and internal policies, and sets the direction for company activities within the compliance agenda, including Environmental, Social and Governance (ESG) topics.

Chair
Jesper Andersen, CFO

Members
Loren I Shuster, CPO
Poul Hartvig Nielsen, SVP, General Counsel
Kristian Bollerup, VP, Corporate Risk & Internal Audit

Sustainability ELT Sponsor Group

Appointed by the ELT. Manages the advancement of our sustainability agenda.

ELT Sponsors
Niels B Christiansen, CEO
Jesper Andersen, CFO
Julia Goldin, CPMO
Carsten Rasmussen, COO

Owner of the overarching Sustainability agenda and the ELT Sponsor Forum
Annette Stube, Chief Sustainability Officer

Owner of the Children and People agenda
Loren I Shuster, CPO

* Social Responsibility is independent of the ELT Sponsor Group and is shown for context only.



Sustainability Statement

- Sustainability Ambitions
- General Information
- Environment
- Social
- Governance
- Performance Data



Sustainability Ambitions

Since our founding in 1932, the LEGO Group has been dedicated to making a meaningful difference in the lives of children and the communities in which we operate. Our business is guided by our vision to become a global force for learning through play, our mission to inspire and develop the builders of tomorrow, and our core belief that children are our role models.



Children

The power of play can help children learn, develop critical skills, and reach their full potential.

We support children today and in the future by making play and learning accessible, building their sense of agency on the issues that matter to them, and advocating for their well-being, especially as they navigate digital environments.

Through our social impact programmes in 27 countries, we work in partnership with hospitals, schools, charities, and local governments to address issues that are critical to children.



Environment

Our main focus is to increase the use of renewable and recycled feedstock to make our products and packaging.

We also aim to minimise the environmental impact of our operations, especially decoupling greenhouse gas emissions from company growth.

Finally, LEGO bricks are safe, durable and made for a long life. We want to keep them in play and make sure they never go to waste.



People

We cultivate an environment that enables LEGO colleagues to succeed and grow together.

Our policies and physical workplaces support employees, their safety and their well-being. We celebrate differences through an environment of authenticity, inclusion and play.

We also work with our third-party suppliers to ensure high standards of conduct for their workforces, in line with our Responsible Business Principles.

General Information

Basis for Preparation

These are our ESG icons!
You can use them to
navigate through topics.



This Sustainability Statement has been prepared with inspiration from the European Sustainability Reporting Standards (ESRS), as set out in the Delegated Regulation 2023/2772 of 31 July 2023. This is a step towards future compliance with the European Union's Corporate Sustainability Reporting Directive (CSRD). It constitutes the LEGO Group's report on sustainability in accordance with Section 99b of the Danish Financial Statements Act.

As we are not currently in scope of the CSRD, not all disclosure requirements are reflected in this statement. Therefore, the EU Taxonomy is not included.

Our Double Materiality Assessment (DMA, see overview on [page 21](#)) provides a framework for determining which topics, metrics and key performance indicators (KPIs) are in scope. We increased the number of reported metrics to 34 in 2025, from 15 in 2024.

General reporting standards and principles

Each section of this Sustainability Statement contains the impacts, risks, and opportunities material to the LEGO Group and refers to the relevant ESRS guiding the section, for example E1 Climate change or S2 Workers in the value chain, or internal unique references as S4.a Social impact on children.

Scope, estimations and outcome uncertainty

Unless otherwise stated, the data is consolidated according to the same principles as the Financial Statements.

This report covers upstream and downstream value chain data identified and assessed by our DMA. This is illustrated on [page 23](#).

We highlight in accounting policies when we use estimates, extrapolations, and related uncertainties.

Below are the estimates which management views as material to the preparation of the Sustainability Statement:

- Scope 3 greenhouse gas emissions.
- Waste, energy and water for hubs, offices and LEGO Brand Retail.
- Children impacted by social responsibility initiatives.

To minimise the risk of reporting errors, internal controls and validation processes are established. Accounting policies for all metrics are listed at the end of each topic chapter.

Comparative figures and targets

Comparative figures are provided for metrics that have been disclosed in one or more prior years.

Some metrics do not have targets assigned to them, as we are either still defining benchmarks, or targets are not relevant.

Measurement basis

Accounting policies have been applied consistently in the reporting year and for comparative figures, unless otherwise stated. Calculation factors are listed alongside the relevant metrics.

Double Materiality Assessment

We assess the sustainability related impacts we have on the world, and the positive or negative financial effects that we may experience.

We report on the impacts, risks and opportunities that we've found to be material for the LEGO Group.



Approach to double materiality assessment

Our business impacts both people and environment (impact materiality) while being influenced by external factors creating risks and opportunities (financial materiality). In 2025, we revisited and calibrated our Double Materiality Assessment (DMA). We employed a comprehensive framework that integrates stakeholder engagement, risk assessment, impact analysis and alignment with our strategy to identify and prioritise sustainability topics that are material to the LEGO Group.

The ESRS 1 framework was used by subject matter experts to identify Impacts, Risks and Opportunities (IROs) and assess their materiality across all sub-sub-topics.

The score of impact materiality is based on scale, scope, irremediability and likelihood. Financial materiality is aligned with our financial thresholds, based on magnitude and likelihood. The scores were calibrated and aggregated to our methodology scales, which ensures a top-down, strategy-aligned perspective.

The result of the assessment is reviewed by the Executive Leadership Team before being validated and approved by the Audit Committee and Board of Directors.

Some topics that are identified as non-material have a strategic interest or might become material due to external developments. We actively monitor and manage those topics.

Furthermore, we pay close attention to impacts across our local communities and engage regularly through initiatives such as Human Rights Impact Assessments and our Social Responsibility programmes.

Due diligence and stakeholder input

Our assessment of sustainability impacts encompasses a comprehensive view of IROs across the entire value chain. Our DMA incorporates the findings of ongoing due diligence efforts.

Data sources, tools and standards applied

To inform our assessment, we utilise a variety of data sources, including internal performance metrics, due diligence impact assessments and industry benchmarks. We engage with external consultancies for key parts of the assessment process, ensuring our methodology is robust and aligned with best practices.

Frequency of assessment and update cycle

The LEGO Group has piloted DMAs annually since 2023, in preparation for the new CSRD reporting requirements. We will conduct interim reviews as necessary to respond to emerging trends and stakeholder feedback, with our next full DMA to be concluded in early 2027, to be compliant for that financial year.

Double Materiality Assessment (continued)

Conclusion of the DMA

At the LEGO Group, several impacts and risks are material.

Our most significant environmental challenges are to decouple growth from greenhouse gas (GHG) emissions and to increase circularity (E1 Climate change and E5 Resource use and circular economy). Though biodiversity

and pollution topics were not material for reporting, we still track and manage our impacts and risks through internal programmes. Our strategic priorities cover the Sustainable Materials Programme, reducing plastic waste and bringing down GHG emissions across our value chain.

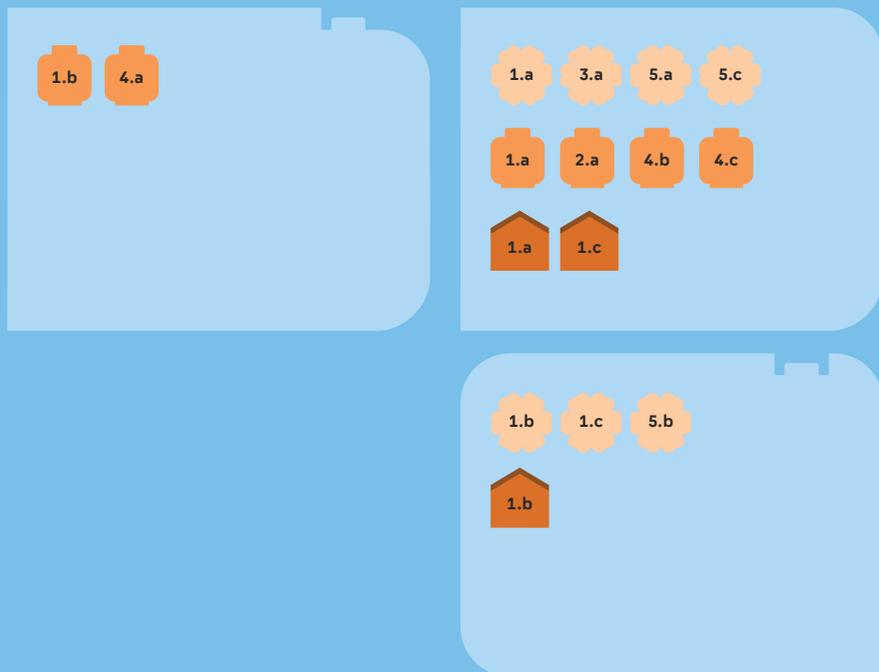
The material social topics reflect our commitment to the safety and well-being of people across

the value chain. The assessment is aligned with the OECD (Organisation for Economic Co-operation and Development) Guidelines on Responsible Business Conduct and its “caused, contribute or linked to” approach to understand corporate impacts. The result also accounts for the positive impacts created by our initiatives, especially towards our own workforce. The assessment explicitly calls out children within ESRS S4 through a new entity-specific topic ‘Social Impact and Children’, acknowledging our positive impact and reach through LEGO products and learning through play. We also continue to acknowledge our potential negative impacts and risks under ‘Protection of children’ which have strong mitigations, policies and programmes in place.

Overview of material topics

IMPACT MATERIALITY

FINANCIAL MATERIALITY



Material topics*

Environment

E1 Climate change

- E1.a Climate commitment
- E1.b Energy
- E1.c Adaptation

E3 Water

- E3.a Water consumption

E5 Resource stewardship

- E5.a More sustainable materials
- E5.b Circularity
- E5.c Waste

Social

S1 Workforce

- S1.a Building safe and inspiring workplaces
- S1.b Inclusive workplace

S2 Responsible sourcing

- S2.a Working conditions and other work-related rights

S4 Children and learning through play

- S4.a Social impact and children**
- S4.b Data privacy
- S4.c Children's safety

Governance

G1 Responsible business conduct

- G1.a Speaking up
- G1.b Advocacy and political activity
- G1.c Ethics code

* Lower case letters refer to internal unique references

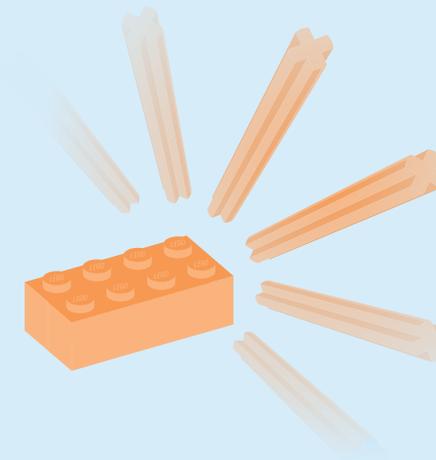
** Entity-specific sub-sub topic

Business Model

LEGO System in Play

The LEGO Group is built around the LEGO System in Play and its signature product, the LEGO brick.

For more than 90 years, we have focused on ensuring that our products, which are trusted by children and adults around the world, meet the most rigorous safety and quality standards. Building on this strength, we have over time expanded our branded play experiences to include licenced products, digital games and educational content.



UPSTREAM

Raw materials

By 2032, our ambition is that LEGO bricks and elements will be made from more materials that are renewable or recycled. We are progressing towards this ambition by increasing the share of mass balance and segregated content in the materials we buy, and by developing new materials to make our products.

We aim for all our packaging to be made from responsibly sourced materials that are either renewable or made from recycled content, which is certified by the Forest Stewardship Council.

All of our suppliers must comply with our Responsible Business Principles, which includes social and ethics practices.

OWN OPERATIONS

We own and operate LEGO production, stores and offices with employees around the world, from factories to warehouses, hubs, offices and LEGO Brand Retail stores.

Moulding, processing and packing

We manufacture LEGO products at six owned and operated factories. There are three main processes involved: first, precision moulding of LEGO elements, then processing them, including adding decorations and assembling, and finally packing a specific selection of these elements and building instructions into boxes. We are currently transitioning packing lines to reduce single-use plastic.

DOWNSTREAM

Consumers and shoppers

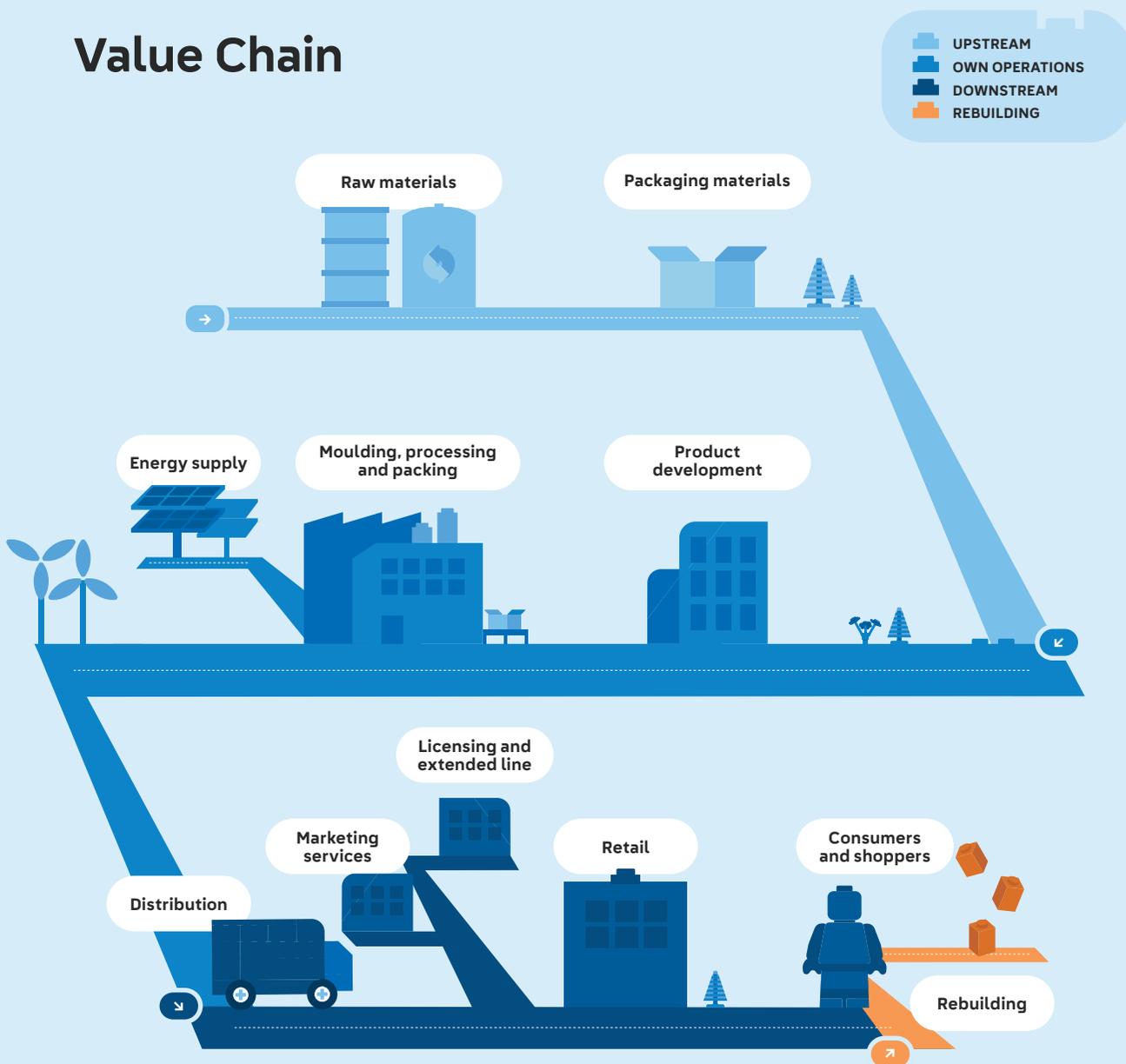
Children move seamlessly between physical and digital play. We support this flow through a range of brand experiences matching how and when they play. For example, the LEGO Play app gives children a safe, moderated space to share their creations with others globally.

CIRCULARITY, REBUILDING AND REUSE

The LEGO System in Play is circular by nature: it is made to be replayed, rebuilt and reused.

LEGO bricks are designed with precision and made to be durable. They are passed down through generations, and we continue to explore new ways to inspire more people to share them onwards. To support this, we are testing different take-back and reuse approaches to better understand consumer preferences, as well as the sorting technologies and supply chains needed to keep LEGO bricks in play.

Value Chain



Impacts, Risks and Opportunities identified through the Double Materiality Assessment

Environment

| | | UPSTREAM | OWN OPERATIONS | DOWNSTREAM | REBUILDING |
|-----------------------------|--|----------|----------------|------------|------------|
| Climate Change | Business or supply chain disruptions from weather events R | | | | |
| | Greenhouse gas emissions from our value chain contribute to climate change - R | | | | |
| | Increasing cost of raw materials and operational energy R | | | | |
| Water | Increased stress on water resources - | | | | |
| | Loss of access to water due to restrictions or natural scarcity R | | | | |
| Resource stewardship | Virgin fossil-based material use has a negative impact on the environment - | | | | |
| | Reputational risk from non-renewable resource use R | | | | |
| | Inherently circular product is a fertile basis for reuse and re-sale of used LEGO products O | | | | |
| | Waste going to landfill may cause harm to the environment - | | | | |

Social

| | | | | | |
|---|--|--|--|--|--|
| Workforce | Corporate culture leads to development and well-being of employees + | | | | |
| | Health and safety non-compliance or negative human rights impacts R | | | | |
| | Poor working conditions or failure to properly train new workforce - | | | | |
| | Improved market position and innovation through attracting and retaining talent O | | | | |
| Responsible sourcing | Poor working conditions, health and safety or negative human rights impacts - R | | | | |
| Children and learning through play | Through quality learning through play experiences, the LEGO Group develops children's holistic skills and agency, enabling them to shape their futures and ultimately thrive + | | | | |
| | User data breaches - R | | | | |
| | Unsafe product use for users R | | | | |

Governance

| | | | | | |
|-------------------------------------|---|--|--|--|--|
| Responsible business conduct | Non-compliance with whistleblower protection or code of conduct - | | | | |
| | Loss of market access R | | | | |
| | Bribery and corruption hurt the communities where we operate - | | | | |

Positive Impact | + | Beneficial/harmful effects of the LEGO Group's activities on the environment, society, or economy.

Risk | R | Potential negative financial effects to the LEGO Group that arise from our activities or external factors.

Opportunity | O | Potential positive effects that can enhance our sustainability performance or create value.



Environment

Climate change

Climate change is a global crisis that affects us all. The LEGO Group is committed to doing its part to reduce greenhouse gas (GHG) emissions across its value chain.

Impacts, risks and opportunities identified

| | |
|--|--|
| Risk R | Business or supply chain disruptions from weather events |
| Actual negative impact and risk - R | GHG emissions from our value chain and operations contribute to climate change |
| Risk R | Increasing cost of raw materials and operational energy |

In 2025, we have updated our GHG accounting approach. The main changes are:

- Expanding our scope to reflect new growth areas and strategic priorities (including the LEGO Replay programme, LEGO Game, and externally licensed products).
- Clarifying how we prioritise different external databases and emission factors to ensure greater consistency and comparability across reporting years.
- More consistent and granular data models, including Lifecycle Assessment principles.

GHG emissions from 2023 have been restated according to our new methodology, as well as the baseline year (2019).

Key actions

In line with the Greenhouse Gas Protocol, we report our emissions across three main categories:

- Scope 1, the direct emissions from sources that are controlled by our factories, offices and equipment.
- Scope 2, the indirect emissions due to the electricity and heat we purchase.
- Scope 3, the remaining emissions associated with making, selling and using our products, including those from our supply chain.



↑ Solar expansion in Nyíregyháza, Hungary
8.61 MWp of capacity was installed by the end of 2025, an increase of over 200 percent compared to 2024

Climate commitment

Approach and policies

In 2020, we set a science-based target to reduce our total GHG emissions by 37 percent by 2032 compared to a 2019 baseline. We also aim to reach net zero by 2050.

In previous Sustainability Statements, we reported carbon emissions from sites with production, followed by our total GHG emissions later in the year*. This year, we are integrating our full 2025 GHG emissions report into the Sustainability Statement and disclosing our 2024 GHG emissions.

| Greenhouse gas emissions tCO ₂ e | 2025 | Restated 2024 | Prev. method 2024 | Restated 2023 | Prev. method 2023 | Restated 2019 | Prev. method 2019 |
|---|------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|
| Total Scope 1 | 21,019 | 21,335 | 21,551 | 24,013 | 23,403 | 28,444 | 28,278 |
| Total Scope 2 (market-based)** | 531 | 503 | 446 | 233 | 1 | 124,043 | 112,438 |
| Total Scope 2 (location-based) | 183,413 | 147,399 | 136,455 | 130,396 | 122,155 | 92,331 | 101,852 |
| Total Scope 3 | 2,168,977 | 2,165,176 | 1,966,966 | 2,057,294 | 1,796,299 | 1,200,531 | 1,023,722 |
| Total (market-based) | 2,190,527 | 2,187,014 | 1,988,963 | 2,081,539 | 1,819,703 | 1,353,018 | 1,164,437 |
| Total (location-based) | 2,373,409 | 2,333,909 | 2,124,973 | 2,211,702 | 1,941,857 | 1,321,306 | 1,153,851 |

* We use "carbon emissions" when referring to our carbon emissions Scope 1 and 2 (sites with production), and "GHG emissions" when referring to Scope 1, 2 and 3

** Emissions from purchased energy and heat are reported using two methods: the location-based method applies average grid emission factors for the regions where energy is consumed, while the market-based method reflects the emissions associated with energy we have specifically chosen e.g., Energy Attribute Certificates (EACs) and Power Purchase Agreements (PPAs)



Scope 1

Nine percent of our total energy consumption stems from the use of natural gas, primarily used to heat factories, down from 10 percent in 2024. We intend to phase out natural gas entirely over the next few years. At our factory in China, we expanded the use of a mechanism to capture heat from a chiller system, and in Hungary we are making progress on a geothermal heating system.

Other direct emissions include those coming from the vehicles we use. Following the introduction of a new company car policy in

2024, nearly 50 percent of our company car fleet is now electric.

Scope 2

Our progress in increasing renewable energy and reducing emissions from the electricity that powers our operations is outlined under Energy on [page 26](#).

Scope 3

The vast majority of our greenhouse gas emissions relate to scope 3. We are addressing these emissions through a number of initiatives, including the following:

Supplier sustainability programme

We work with our suppliers to reduce GHG emissions across our supply chain. For our

largest suppliers, we ask for specific data on GHG emissions associated with the products and services we purchase. We have deployed intensity-based 2026 and 2028 reduction targets for 52 of our highest impact suppliers, representing almost 50 percent of Scope 3 emissions.

Mass balance

Mass balance is a way to increase the amount of renewable and recycled content attributed to the materials we buy as seen on [page 28](#). Suppliers mix virgin fossil and certified sustainable sources like used plant oil to produce the resin we buy to make LEGO products, helping us reduce virgin fossil sources. We have estimated the avoided GHG emissions from our use of these sources for the first time this year. These sources are

biobased, meaning they reduce emissions in two ways: capturing carbon dioxide from the atmosphere when they grow (some of which are then emitted again at the end of a product's life); and avoiding the emissions associated with the use of fossil-based feedstock. These two impacts are stated separately: "including" and "excluding" the net carbon dioxide they remove (also referred to as carbon emissions and removals from "biogenic sources"). We have not included these impacts within our GHG emissions but instead stated them separately.

Carbon compensation

We continued developing our understanding of different approaches to carbon removal.

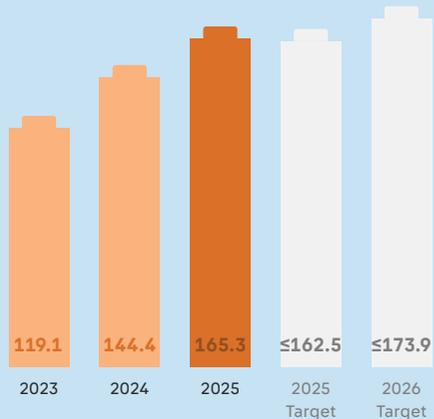
We have expanded our work with Climate Impact Partners and supported projects in Mexico focused on restoring previously degraded tropical forests.

As part of our continued partnership with ClimeFi, we supported three new technological solutions projects through our purchase of carbon credits.

We contracted carbon credits for a total of 67,000 tonnes CO₂e of which 10,000 were contracted in 2024. 25,000 credits were retired in 2025, leaving 42,000 credits to be retired in the future.

Carbon emissions scope 1 & 2

(sites with production) | Thousand tonnes CO₂e |



Total GHG emissions reductions achieved with mass balance (incl. biogenic carbon)*

| Thousand tonnes CO₂e |

322.7

Total GHG emissions reductions achieved with mass balance (excl. biogenic carbon)*

| Thousand tonnes CO₂e |

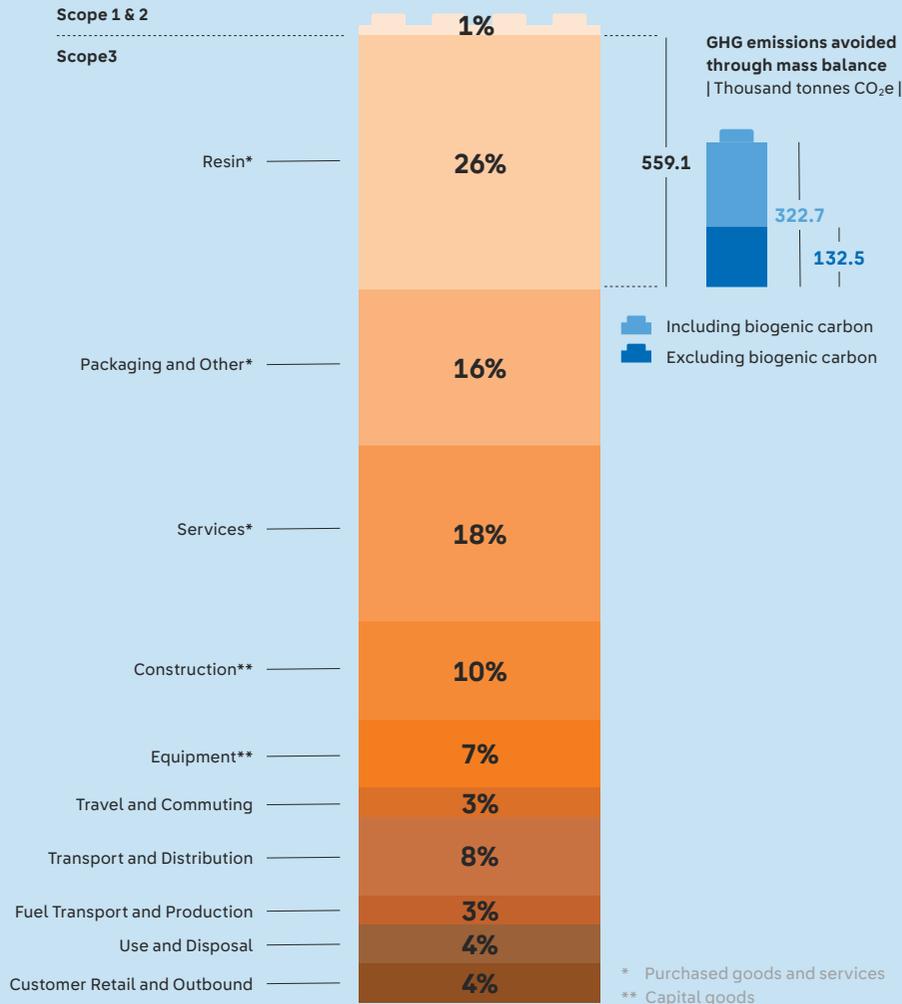
132.5

* Carbon emissions and removals from biogenic sources





Greenhouse gas emissions (using market-based for Scope 2) | % |



Performance

In 2025, total combined GHG emissions (market-based) increased slightly by 0.2 percent compared to 2024. Strong sales led to an increase in scope 3 emissions from purchased goods and services, which increased 12 percent compared to 2024, as well as a seven percent increase in Scope 1 emissions linked to factory operations.

By contrast, our GHG emissions in the Capital Goods Category have decreased by 21 percent, as a result of the completion of large construction and expansion projects in Vietnam and Hungary.

Sales are growing at a faster rate than GHG emissions, leading us to believe that our investments and programmes are delivering results. This is the intensity metric which tracks our total GHG emissions relative to our annual revenue.

Energy

Approach and policies

Following our goal and **Environmental Policy** to decarbonise our operations and reduce our Scope 1 and 2 carbon emissions, we have been increasing renewable energy capacity at our sites.

Key actions

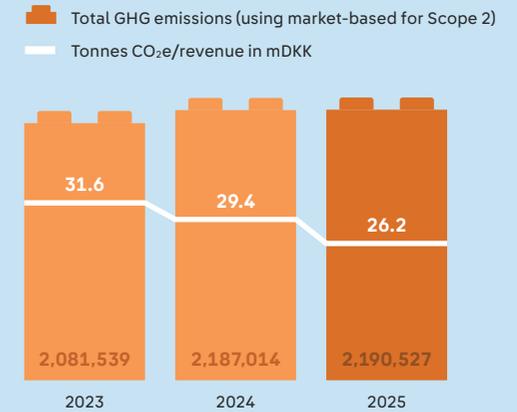
Solar energy growth

In 2025, we continued to install solar energy facilities near our main sites. In Hungary, we added a total of 8.6 MWp of capacity, an increase of over 200 percent compared to last year. Our new factory in Vietnam opened with 7.3 MWp of rooftop solar power. Owned renewable energy now accounts for 5.8 percent of our energy use, up from 3.6 percent in 2024.

Power Purchase Agreements (PPAs)

To address the energy needs of our sites that

GHG emissions intensity



cannot be fully met with direct solar energy connections, we are exploring PPAs for all sites. In Vietnam, we contracted two PPAs (one direct and one virtual) which, combined with industrial-scale Battery Energy Storage Solutions, will contribute to our goal of 100 percent renewable energy for the newly opened factory in 2027.

Renewable Energy Certificates (RECs)

For the energy needs that cannot currently be met by PPAs, we purchase RECs to match our purchased electricity consumption and reduce our market-based Scope 2 GHG emissions. This ensures that our total energy consumption is offset with renewable energy, allowing us to reduce our Scope 2 market-based GHG emissions. This is in line with RE100 guidelines which define credible criteria for sourcing renewable electricity, making verifiable claims, and tracking progress toward organisation-wide renewable electricity targets.



Adaptation

Approach and policies

Our global supply chain is at risk from weather events made more frequent and intense by climate change. We have conducted a preliminary, high-level assessment of our risk profile and found that due to the geographical location of our factories, we face a high risk of disruption due to heatwave, drought and water scarcity.

In 2026, we will continue to refine our Environmental Risk & Impacts Assessments and continue the development of Adaptation and Resilience strategies to better prepare our business and the surrounding communities for changing climate and weather patterns.

Water

Water is an essential resource that we want to help conserve everywhere we operate, and we minimise our impact on local communities and help preserve the regional environment.

Impacts, risks and opportunities identified

Actual negative impact | - | Increased stress on water resources

Risk | R | Loss of access to water due to restrictions or natural scarcity

Approach and policies

We focus on sites located in areas of water stress (priority basins) as part of our “zero impact in operations” ambition and environmental policy. Water is primarily used for cooling purposes in our factories. We work to safeguard water resources by reducing overall usage through efficiency measures and identifying alternatives to potable water.

Analysis of WRI Aqueduct and WWF Risk Filter shows we have areas of operation in Mexico and China where there is a high level of regional demand to supply of freshwater*. Both sites have implemented initiatives to find alternative water sources and increase reuse and recycling of water in our processes. We are working with site teams to further understand the local context.

Key actions

In 2025, we continued to improve existing programmes and introduced new initiatives.

Mexico

Since 2024, we have worked to increase use of treated wastewater, reducing reliance on groundwater at our factory in Monterrey. In 2025, more than one-third of all water withdrawn was treated wastewater. That equates to more than 150,000 m³ in 2025, up from 85,055 m³ in 2024.

Hungary

At our factory in Hungary, we have saved more than 32,000 m³ of water, representing nearly 20 percent of the factory’s supplied water, through two initiatives in the site’s energy centres: A nanofiltration unit installed in the cooling system, which increases the number of cooling cycles the water can be utilised for.

- Responsive technology that can switch from water-driven cooling to dry cooling in colder months.

Performance

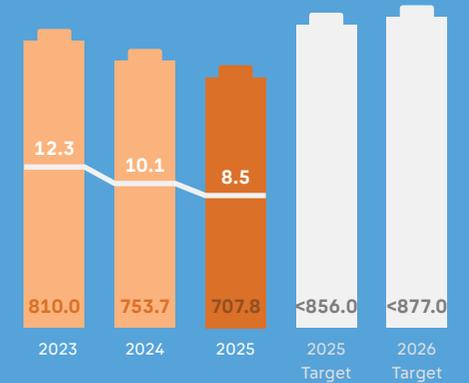
For the first time, we are reporting our total water consumption (the difference between the volume of water we take in and the volume we discharge) across sites with production, hubs, offices and LEGO Brand Retail (LBR).

We are also reporting the water consumption in areas with high water stress and/or risk. This assessment reflects regional risk conditions and does not in itself indicate that our sites are exposed to operational water stress. In 2026, we will further assess site-specific water stress to determine the implications for our facilities.

For the fourth consecutive year, we have reduced our total volume of water supplied to sites with production and remained well below our target.

Water supplied (sites with production)

Thousand m³
 m³ water/revenue mDKK



Total water consumption | Thousand m³ |

382.8

Water consumption in areas with high water stress and/or risk | Thousand m³ |

256.5

Total energy consumption and mix | GWh |

2025

| | |
|---|--------------|
| Total energy consumption from non-renewable sources | 347.2 |
| Total energy consumption from renewable sources | 206.1 |
| Total energy consumption from nuclear sources | 68.9 |
| Total | 622.2 |

* Where the demand for freshwater exceeds its available supply



Resource stewardship

We look at all stages of the product lifecycle to understand how we can best sustain circular efforts, including the design phase, manufacturing, reuse and end-of-life.

Impacts, risks and opportunities identified

| | |
|-------------------------------------|---|
| Actual negative impact - | Virgin fossil-based material use has a negative impact on the environment |
| Risk R | Reputational risk from non-renewable resource use |
| Opportunity O | Inherently circular product is a strong foundation for reuse and resale of used LEGO products |
| Actual negative impact - | Waste going to landfill may cause harm to the environment |

More sustainable materials

Approach and policies

Our ambition is to use more renewable materials to make our products. This comes with unique challenges: as LEGO bricks are made for children, they must meet very high standards of safety, quality and durability.

Our Sustainable Materials Programme is dedicated to finding alternatives to fossil-based materials, including introducing innovative renewable or recycled sources.

Key actions

In 2025, we continued to make progress towards our ambition to make more sustainable LEGO bricks and elements by raising the share of resin procured through mass balance approach and segregated content.

Performance

Mass balance

64 percent of the materials we bought to make our products, excluding colourants, was produced with more sustainable sources, up from 50 percent in 2024. This was achieved by increasing the proportion of mass balance to 60 percent of the materials we purchase, up from 47 percent in 2024, and segregated content to four percent. This is four percent ahead of our target for the year, and translates into an estimated average of 52 percent renewable sources in the raw materials we buy to make our products.

Segregated materials

We use a number of more sustainable sources in LEGO elements. These segregated materials feature bio-PE which includes certified sustainable sugarcane and advanced recycled MABS, a material partially made from recycled artificial marble countertops. At the end of 2025, segregated materials accounted for four percent of all materials used, up from a total share of three percent in 2024.

Circularity

Approach and policies

We are committed to developing circular solutions to ensure that all parts of our products can be rebuilt, reused or recycled.

Key actions

Take-back programmes

LEGO bricks are made to last for generations, but when they are no longer played with, we encourage people to donate or pass them on. We are testing and optimising what it takes to efficiently collect, clean and sort bricks, unlock donation opportunities, and explore how LEGO fans prefer to participate in take-back schemes.



↑ Ongoing transition
Our new factory in Vietnam was the first to make use of only paper-based bags

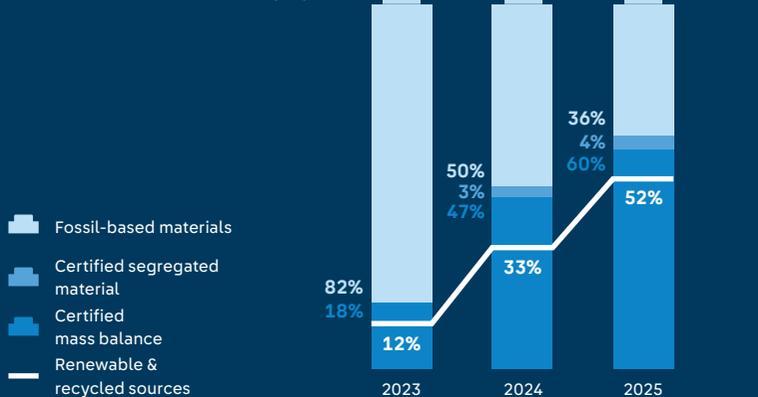
More sustainable packaging

We aim to use packaging that is made from renewable materials, reduces single-use plastic and is technically recyclable. A key step to achieve this is the introduction of paper pre-packs in LEGO boxes. They are made of at least 95 percent paper and a thin plastic coating which enables sealing of the bags and ensures they can hold and transport LEGO bricks. The bags have been verified as technically recyclable in the European Union, U.S. and Canada markets.

Performance

Over 95 percent of sold packaging by weight is now made from paper, cardboard and other paper-based materials, up from 93 percent in the last four years and meeting our target for 2025. 56 percent of our global factory packaging lines have now converted to pack LEGO elements in these paper-based bags.

More sustainable materials | % |





Waste management

Approach and policies

We aim to reduce the overall amount of waste generated throughout our value chain, with a specific focus on our factories.

Key actions

China

In 2025, we reduced hazardous liquid waste by 90 percent in our factory after installing a low-temperature evaporation system which separates clean water from hazardous material.

Mexico

We introduced reusable wooden pallets at the warehouses at our factory which helped reduce wood waste by more than 100 tonnes in 2025. We also identified measures to optimise sorting

practices and developed more efficient disposal alternatives, decreasing the landfilling of waste by 60 percent from May 2025.

Performance

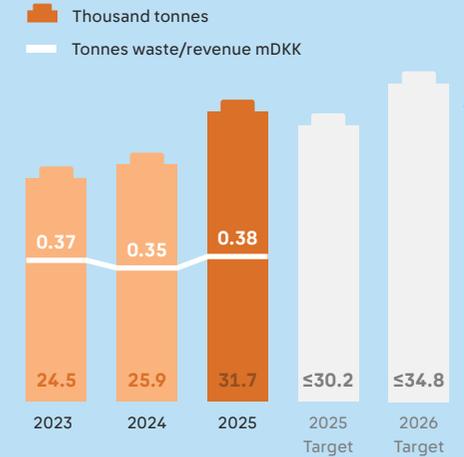
For sites with production, the total waste volume in 2025 was above our target of 30,200 tonnes. We expect to start seeing the positive impact of our waste reduction programmes over the next few years. For the fourth consecutive year, we have successfully reached our zero waste to landfill ambition.

From 2025, we report total waste generated, including hubs, offices, LEGO House and LEGO Brand Retail (LBR) in addition to the waste volume linked to sites with production (our historical KPI).

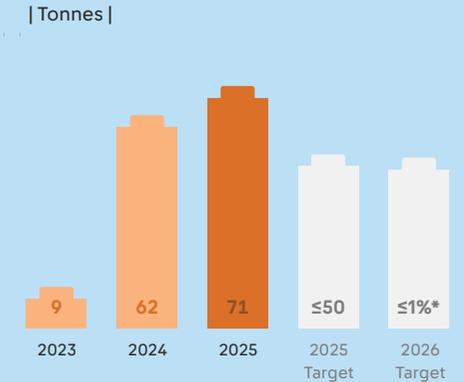
| Non-hazardous waste Tonnes | 2025 |
|-------------------------------|---------------|
| Diverted from disposal | 34,105 |
| Preparation for reuse | 128 |
| Recycling | 31,550 |
| Other recovery operations | 2,427 |
| Directed to disposal | 865 |
| Incineration | 381 |
| Landfill | 457 |
| Other disposal operations | 27 |
| Total | 34,970 |

| Hazardous waste Tonnes | 2025 |
|-------------------------------|--------------|
| Diverted from disposal | 1,060 |
| Preparation for reuse | 0 |
| Recycling | 545 |
| Other recovery operations | 515 |
| Directed to disposal | 979 |
| Incineration | 99 |
| Landfill | 4 |
| Other disposal operations | 876 |
| Total | 2,039 |

Waste volume (sites with production)



Waste to landfill (sites with production)



Total waste generated | Tonnes |

37,009

* A common interpretation of achieving zero waste to landfill is that at least 99 percent of generated waste is diverted away from landfill. From 2026, results and targets will be measured as a percentage of waste to landfill.



5 Accounting policies

Climate change

Carbon emissions Scope 1 and 2 (sites with production)

Carbon emissions [tonnes CO₂e] for sites with production only are calculated by multiplying energy consumption with energy type/country-specific emission factors.

For electricity, location-based emission factors from the International Energy Agency are applied while a supplier specific emission factor is applied for district heating. For natural gas, emission factors from DESNZ (Department for Energy Security and Net Zero) are applied. For renewable energy produced on-site, an emission factor of 0 is applied.

Energy consumption is calculated as the total energy in the form of natural gas, electricity and district heating externally supplied to the LEGO Group plus the energy produced on-site from renewable sources and subtracting the energy sold to grid. Total emissions are calculated by total energy multiplied by the corresponding emission factors.

Only data from the LEGO Group sites with production are included (Denmark, Hungary, Mexico, Czechia, China, Vietnam and U.S.). Reported energy data from sites are based on meter readings and/or supplier invoices.

Total GHG emissions

Scope 1 + 2 methodology (energy)

Scope 1 and 2 GHG emissions [tonnes CO₂e] are calculated by multiplying energy consumption

with energy type/country-specific emission factors. For location-based Scope 2 emissions, electricity and district heating supplier-specific emission factors are applied.

For natural gas, Exiobase v3.8.1 emission factors are applied. For renewable energy produced on-site, an emission factor of 0 is applied.

For market-based electricity, energy attribute certificates are purchased for all energy consumed at sites operated by the LEGO Group where an emission factor of 0 is applied. District heating is calculated as per the location-based method.

Energy consumption is calculated as the total energy in the form of natural gas, electricity and district heating externally supplied to the LEGO Group plus the energy produced on-site from renewable sources and subtracting the energy sold to the grid.

Data includes natural gas and electricity consumption from hubs, offices, LEGO Brand Retail (LBR) locations, LEGO House, and production sites including Denmark, Hungary, Mexico, Czechia, China, Vietnam and U.S.

Reported energy data from sites are based on meter readings and/or supplier invoices, with extrapolation required for hubs, offices and LBR where actuals are not reported. The depreciation start date for a building or asset marks the beginning of energy reporting for that asset.

Scope 1 refrigerants

Scope 1 GHG emissions [tonnes CO₂e] from refrigerants are calculated by multiplying the refrigerant consumption with the gas specific Global Warming Potential (GWP) factor as per the International Panel on Climate Change (IPCC). Refrigerant consumption data is sourced from

invoices at five manufacturing facilities in Mexico, Czechia, China, U.S and Vietnam and extrapolated for the remaining sites in Denmark and Hungary.

Scope 1 leased vehicles

Scope 1 GHG emissions [tonnes CO₂e] from leased vehicles are calculated by multiplying fuel consumption with the relevant fuel type emission factor as per ecoinvent v3.10 and applied for any vehicles which are leased through the LEGO Group. Fuel consumption data is sourced from vehicle lease suppliers in Denmark and other select geographies with expense claim data calculated on a fuel or distance basis as appropriate.

Scope 3

Scope 3 GHG emissions [tonnes CO₂e] are calculated using data derived from internal systems, excluding energy data received from suppliers for distribution centres, select transportation data, and royalty or gaming data, or estimated from internal processes of the LEGO Group, such as LEGO Certified Retailers (LCR) and packaging partners sites. Data covering Q4 is estimated for Scope 3, excluding the spend-based model, elements of category 1: Purchased Goods & Services and category 2: Capital goods, in addition to categories dependent on Scope 1 + 2 data e.g. category 3: Fuel and Energy Related Activities, assuming a linear trend. Data are multiplied by the relevant ecoinvent v3.10.1 physical emission factor or Exiobase v. 3.9.6 (monetary tables) spend-based emission factor, (purchased services, capital expenditure).

Data for calculations are collected as follows:

Purchased goods & services

Direct inputs include consumed resins, plastic and paper-based packaging materials, batteries, and externally manufactured elements that feature in the LEGO Group's core line products.

Indirect inputs include water, lubricants and oils, supplier emissions for pre-manufactured elements, and corporate services.

Capital expenditure

Data are sourced from the LEGO Group's procurement system's capital expenditure identifier based on invoice date and converted into Euros using a finance-maintained exchange rate.

Energy related activities (also listed under "Fuel transport and production")

As per Scope 1 + 2 (energy) on **page 26** excluding renewable energy produced on site.

Upstream transportation & distribution

Inbound transportation data for Tier 1 suppliers, internal transfers and transfers to customers and consumers, are sourced from the LEGO Group's own internal transfer orders. Fuel consumption data for distribution centres and warehousing and transportation data for LEGO Replay are collected directly from suppliers. Shop at Home transportation data is estimated from sales data using supplier provided data from prior years.

Waste generated in operations (also listed under "use and disposal")

Manufacturing waste taken from LEGO Group systems, reconciled to supplier invoicing, with retail scrapped goods data collected from internal transfer orders, and regional assignment based on retail sales data. National/regional waste disposal streams are sourced from Exiobase.

Business travel (also listed under "Travel and commuting")

Data is sourced from the global travel services team including bookings made through the LEGO Group's global travel portal or expenses submitted by employees of the LEGO Group.



Employee commuting (also listed under "Travel and commuting")

Anonymised employee commuting data is received from internal HR systems with travel distances calculated from home location to the nearest office of the LEGO Group or manufacturing site. Transportation methods have been built on the CitiesMoving datasets applied at the national level for all staff.

Downstream transportation (also listed under "customer retail and outbound")

Data for LCR is collected from the LEGO Group's systems and include all retail locations by country, and their retail footprint [m²]. The LEGO Group's own store efficiency is used as a proxy to calculate energy consumption per area [m²] and multiplied by the area of LCR locations.

Use of sold products (also listed under "use and disposal")

Estimated data for consumer lifetime battery replacement not sold with LEGO products (AA and AAA only) is sourced from the LEGO Group's internal systems based on assumptions regarding replacement rates for each product energy type (kinetic, lighting, and sound) for products sold in the year.

End-of-life (also listed under "use and disposal")

Product material data is collected as per Purchased Goods & Services and Use of Sold Products with regional disposal assigned according to turnover statistics for each region.

End-of-life waste streams have been identified as per ecoinvent 3.10.1 (cut-off).

Franchising (also listed under "customer retail and outbound")

Licensed goods data [tonnes] is sourced from partner royalty data and validated by the LEGO Group. Products are assigned to a pre-existing archetype, with a pre-calculated emissions profile estimate, and emissions allocated according to royalty revenue. LEGO Game hours played data are sourced directly from partners, with assumptions made to assign to local or online gaming and geographic split. Emissions are allocated according to royalty revenues.

Carbon credits

Carbon credits contracted, retired, and planned to be retired in future refer to carbon credits outside the LEGO Group's operations purchased by the LEGO Group against recognised quality standards (including but not limited to CAR, ACR, Gold Standard, Isometric, Puro.earth). One carbon credit equates to one metric tonne of CO₂e. Carbon credits contracted refers to the total volume of carbon credits for which contracts were signed before or during the reporting year. It is estimated that the number of "carbon credits planned to be retired in future" will match the contracted volume.

GHG emissions reductions from mass balance

This reflects the avoided emissions achieved by utilising resin procured according to the mass balance principle.

The LEGO Group discloses GHG emissions reductions at an aggregated Group level for resin used in production at sites with production. The scope of the analysis uses cradle-to-gate product carbon footprints for virgin fossil and mass balance resins, documented by data from suppliers, as well as end-of-life emissions for each type of resin. Calculations are performed using formulas

aligned with ISO 14067-2018 standards, estimating reductions both excluding and including biogenic removals and emissions.

Total energy consumption and mix

Total energy consumption and mix [MWh] is reported at Group level, consolidated across sites with production, LBR, hubs and offices and LEGO House. The total consumption includes energy from renewable, non-renewable, and nuclear sources. Where invoices or meter readings are available, actual consumption data is used.

For locations without direct data, energy consumption is estimated using extrapolation factors derived from reference locations, based on total energy consumption and building square meters.

For the renewable and non-renewable split of purchased or acquired electricity, heat, steam and cooling country-specific factors are applied to determine the share of electricity generated from renewable and non-renewable sources, which are then aggregated to report a global energy mix.

Resource stewardship

Mass balance and segregated resin procured*

Renewable and recycled materials used represents the certified recycled and/or renewable content contained in resin procured under mass balance and segregated materials principles. The KPI is calculated based on the content share specified in the sustainability declaration accompanying each purchase order, reflecting the proportion of delivered resin volume certified as recycled or renewable in accordance with the ISCC certification system.

Renewable and recycled materials used

Recycled materials used represents the certified recycled and/or renewable content contained in resin procured under mass balance and segregated materials principles. The KPI is calculated based on the content share specified in the sustainability declaration accompanying each purchase order, reflecting the proportion of delivered resin volume certified as recycled or renewable in accordance with the ISCC certification system.

Recyclable content in packaging

Recyclable content in packaging represents the share of paper and cardboard in the packaging of products sold to retail customers or directly to consumers. The KPI is calculated as the weight of paper and cardboard-based packaging components, including primary and secondary packaging and pre-packs, relative to the total weight of all packaging components. Plastic packaging components are not considered recyclable for the purpose of this KPI.

Waste volume

Waste volume [tonnes] is reported for all sites with production of the LEGO Group, based on data from contracted waste collectors. Reported volumes include all waste handled through disposal, recycling, recovery, incineration and other waste treatment operations.

Waste to landfill

Waste to landfill [tonnes] is reported for all sites with production of the LEGO Group based on data from contracted waste collectors.

Total waste generated

Total waste generated [tonnes] is reported at Group level, consolidated across factories, hubs, offices, LBR and LEGO House.

* Accounting policy change (now including segregated materials), and the reported number for 2024 has been restated accordingly



Total waste generated includes all waste produced, regardless of disposal or recovery method.

For factories, reported volumes are based on actual measurements of waste handled by contracted waste collectors. For hubs, offices, LBR and LEGO House, waste generation is estimated using extrapolation factors derived from waste handler data at reference locations. Treatment types reported by contractors are mapped to the following categories: preparation for reuse, recycling, other recovery operations, incineration, landfill and other disposal operations, with separate reporting for hazardous and non-hazardous waste.

Water

Water supplied (sites with production)

Water supplied [m³] is reported for all sites with production of the LEGO Group, measured by main water meters and based on utility bills and/or internal readings. Reported volumes include drinking water, city water, potable supply and industrial park supply.

Water consumption

Water consumption [m³] is reported at Group level, consolidated across sites with production, hubs, offices, LBR and LEGO House. Consumption is defined as the difference between total water withdrawn and total water discharged. For sites with production, this primarily reflects evaporation in cooling towers and humidification systems, as all other water withdrawn is ultimately discharged.

For hubs, offices, LBR and LEGO House, water withdrawal is assumed to equal water discharge. Consequently, no water consumption is reported for these locations. Compared with the Water Supplied KPI, additional water sources are included in consumption, such as rainwater, deep wells, grey water, and other alternative supplies.

Water consumption in areas of high water stress and/or risk

Water consumption [m³] in areas of high water stress and/or risk is reported at Group level and is derived directly from the total water consumption reported, applying the same estimates and assumptions. Under the Aqueduct Water Risk Atlas tool of the World Resources Institute (WRI), water stress is defined as areas with high or extremely high "Overall Water Risk". Locations identified as having high water stress based on these indicators are included in the reporting of total water consumption in water risk areas, including high water stress areas. As hubs, offices, LBR and LEGO House do not report water consumption, this KPI covers sites with production only.



Social

Workforce

We are committed to being a responsible employer that supports the health, safety and well-being of our colleagues. We cultivate an environment where everyone is enabled to succeed and grow together.

Impacts, risks and opportunities identified

| | |
|-------------------------------------|---|
| Actual positive impact + | Corporate culture leads to development and well-being of employees |
| Risk R | Health and safety non-compliance or negative human rights impacts |
| Risk R | Poor working conditions or failure to properly train new workforce |
| Opportunity O | Improved market position and innovation through attracting and retaining talent |

Building safe and inspiring workplaces

Approach and policies

We have a commitment to ensure that LEGO employees work in safe conditions as outlined in our [Health and Safety policy](#), and are motivated and satisfied in their work. The LEGO Group's [Human Rights and the Rights of Children policy](#) applies to all LEGO employees and value chain partners globally. It sets out our commitment to respect human rights

and promote children's rights throughout our operations, value chain and all legal entities.

Key actions

Motivation and satisfaction

We track employee motivation and satisfaction through our annual employee engagement survey. Results are made available for People Leaders and their teams to support them in creating a working environment where everyone can succeed and grow together. People Leaders' incentives are partly tied to this result.

Health and safety

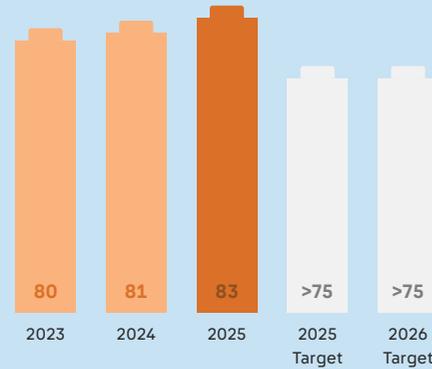
Our goal is zero workplace accidents resulting in lost time and fatalities.

Preventive programmes - including ergonomic assessments, well-being initiatives, and proactive maintenance of equipment - are designed to minimise risks that could lead to time away from work. In the past year, we improved our tools to better understand recurring causes of lost time, which we will further address in 2026.

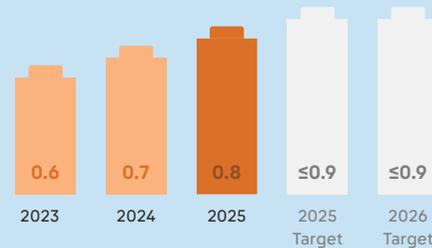
We promote a 'Dare To Care' and 'Dare To Report' culture where everyone feels a shared responsibility for their own and others' safety. Employees can log incidents and near-misses in real time, and we follow a recognition and reward programme to reinforce positive safety behaviours. During high-risk periods, such as when colleagues cover different roles and responsibilities during vacation, we increase communication and refresher trainings around safe working practices to ensure everyone remains vigilant.

Regular safety audits and leadership reviews ensure that high-risk activities receive the necessary controls and supervision.

Motivation and satisfaction | Index |



Lost time injury rate | Rate |



Employee headcount | Number |

33,801

Employee turnover rate | % |

12.7

Number of fatalities in the workforce as result of work-related injuries/ill health | Number |

0

Rate of recordable work-related accidents in own workforce | Rate |

2.1

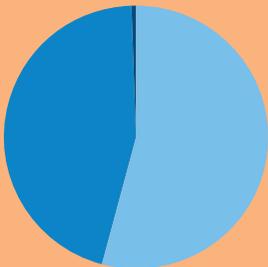
Number of days lost to work-related injuries/ill health | Number |

1,600



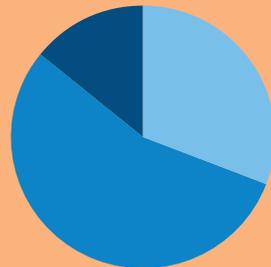
| Gender distribution at top management level* % | 2025 | 2024 | 2023 |
|--|------|------|------|
| Female | 42.8 | 41.9 | 41.5 |
| Male | 57.1 | 57.9 | 58.4 |

Gender distribution in the workforce* | % |



Male | 54 |
 Female | 45 |
 Prefer not to say | 0.4 |

Age distribution in the workforce* | % |



29 and under | 31 |
 30-49 | 55 |
 50 and over | 14 |

* Percentages may not add up to 100 due to rounding

While remaining under target, the lost time injury rate increased. The rise reflects a higher number of recorded lost time injuries in both factories and stores in 2025 compared to 2024. The absolute number of cases is low. The overall performance remains strong and continues to be well ahead of industry benchmarks. We will maintain focus on reinforcing existing safety measures, including procedures, work guides, and safe work practices.

Leadership Playground

We ensure that all employees have access to learning opportunities that can help their career grow. Through our Leadership Playground we encourage colleagues to develop behaviours centred around being brave, curious and focused.

Brick-built leadership

We offer a learning and development programme for aspiring People Leaders as well as People Leaders in role to sharpen their leadership skills.

LEGO U

Our new skills and learning platform, LEGO U, supports employee's development journey by analysing their skills, job profile and career preferences. It suggests areas of development and helps connect them to the next possible steps in their career journey.

Inclusive workplace

Approach and policies

We are committed to providing our employees with a workplace that is welcoming and creates a sense of belonging. We embed this into our People Promise and range of rewards, benefits and policies.

Key actions

Benefits

A wide range of benefits are available to support all LEGO colleagues through significant life events:

- Paid childcare leave, lasting a minimum of 26 weeks for the primary caregiver and eight weeks for the secondary caregiver.
- Caregiver leave for up to four weeks to care for an immediate family member who is in need of support in critical situations like accidents or serious illnesses.
- Employee Assistance Programme available to support employees' or family members' well-being and a safety net in case of death or permanent disability. Additional benefits tailored to local countries are also available.

Enabling colleagues

We strive to create a healthy, inclusive and engaging culture that fosters well-being and helps our colleagues to perform at their full potential.

Our menopause programme is an optional learning programme for all salaried and hourly colleagues to build better awareness of what menopause is, and to signpost existing support for employees who may need it. In 2025, we expanded it to more factories and offices. It is now available in 20 countries.

Inclusion Networks

Our voluntary Inclusion Networks help to connect colleagues from traditionally underrepresented groups and inspire a culture of learning and support among all colleagues. They are open to all colleagues and each is sponsored by a member of the Executive Leadership Team.



Responsible sourcing

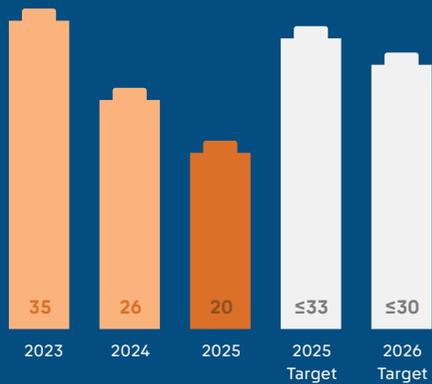
We have an impact on workers beyond our direct employees through the suppliers we work with, and a responsibility to promote decent and safe working conditions across our value chain.

Impacts, risks and opportunities identified

Potential negative impact and risk | - | R |
 Poor working conditions, health and safety or negative human rights impacts



Suppliers with higher risk non-conformities | % |



Approach and policies

We are committed to respecting the human rights of people who work throughout our value chain. The Responsible Business Principles (RBP) is our code of conduct and sets out our expectations for our production sites, suppliers and partners, including our minimum requirements based on internationally recognised human rights, ethics and environmental practices, national laws, international standards and applicable United Nations (UN) and International Labour Organization (ILO) Conventions.

Our **Conflict Minerals policy** outlines our commitment to sourcing only from smelters/refiners that meet recognised standards, ensuring traceability and compliance with EU regulations, OECD Guidelines, as well as industry standards. Suppliers must provide information and conduct due diligence in high-risk areas.

Key actions

We conduct continuous Environmental and Human Rights Due Diligence (EHRDD) to ensure partners meet our minimum requirements. We focus on identifying, preventing and addressing negative impacts through our Responsible Sourcing Programme.

We regularly assess human rights risks and monitor suppliers via third-party audits, internal assessments, and regular dialogues to ensure understanding and compliance. We recognise our responsibility to prevent the use of any form of forced labour or child labour, and any finds would lead to production stops and immediate remediation plans.

We train suppliers and partners in RBP compliance through e-learning and targeted trainings. In 2025, we led a comprehensive review and followed-up proactively.

Grievance mechanisms allow issues to be reported directly to the LEGO Group (see more on [page 39](#)). In 2025, we specifically expanded our Ethical Supply Chain Programme (ESCP) worker helpline to licensing partners and trained suppliers on our grievance toolkit.

We maintain transparent dialogue with rights-holders, amplifying workers' voices through engagement, surveys and partnerships.

Performance

We set a target to identify higher-risk non-conformities in no more than 33 percent of suppliers audited to ensure we maintain rigorous standards and transparency. Higher-risk non-conformities were identified in 20 percent of audits in 2025, reflecting our continuous investments in the Responsible Sourcing Programme and setting the foundation to expand it in 2026.

The most frequently found higher risks were related to inadequate fire drills, excessive working hours and invalid time records.

For all non-compliances, we worked with suppliers to implement mitigation actions and remediation plans as needed based on severity.

Children and learning through play

We want to make a difference in children's lives by delivering social impact programmes that harness the power of play to create safe, joyful experiences.

Impacts, risks and opportunities identified

Actual positive impact | + |
 Through quality learning through play experiences, the LEGO Group develops children's holistic skills and agency.

Potential negative impact and Risk | - | R |
 User data breaches

Risk | R |
 Unsafe product for users

Social impact and children

Approach and policies

Our social responsibility programmes help increase access to learning through play, build children's sense of agency and support their well-being in a digital world.

Key actions

Build the Change

To celebrate the International Day of Play on 11 June, we invited children to imagine, create and share their ideas for a more playful world. They built solutions to urban play issues and reimagined cities like Berlin, Boston, London and Shanghai through a playful lens. Together with partners and employee volunteers, more than 100,000 children in over 25 countries took part in the challenge, with policymakers and city planners engaging with their ideas and views.



LEGO MRI scanner

Our LEGO MRI Scanner set and suite of resources help hospital staff explain the procedure in a playful and engaging way.

Over one million children globally have benefited from this programme since it started. 96 percent of healthcare professionals say the set reduced children's anxiety and 46 percent report less need for sedation or general anaesthesia after children played with the set.

Playful digital parenting

We released tools to help parents guide their children to have healthy digital habits. Nearly 3.6 million parents and caregivers engaged online or in workshops.

Community engagement and play

During our annual Community Impact Month, more than 1,400 employees joined 129 events across 14 countries to help children access learning through play. Events took place in our offices and factories, as well as schools, libraries, community centres, and hospitals.

On our annual internal Play Day event, all employees spent the day playing to experience the benefits for themselves.

Performance

Through our global initiatives, we have impacted 11.7 million children in 27 countries, exceeding our target of 10.2 million. All LEGO Group employees are eligible to dedicate up to two working days per calendar year to volunteering. In 2025, 22 percent of LEGO Group colleagues volunteered.

Data privacy

Approach and policies

In the LEGO Group we believe that data ethics matter. We are guided by our 'Data Ethics' policy and user rights are outlined in our 'Privacy' policy.

Key actions

As many of our play experiences are targeted at children, we ensure that data and privacy policies are written in simple terms that can be understood by all.

All salaried employees are invited and strongly encouraged to complete training in data privacy on an annual basis. Any employee interacting with children has to follow additional Child Safeguarding training.

These e-learnings and other compliance trainings integrate with the LEGO Ethics Web where guidance is linked to business processes and situations.

Children's safety

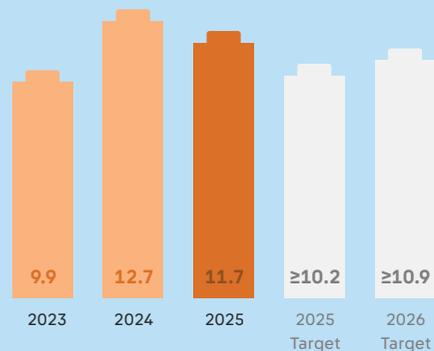
Approach and policies

We are committed to ensuring a safe experience for all children, whether they are engaging in physical or digital play. This commitment drives us to adhere to the highest global safety standards. We continuously monitor and compile external safety requirements for toys across all markets, and our products undergo rigorous internal and external testing to ensure they comply with, and often exceed, the most stringent global toy safety regulations.

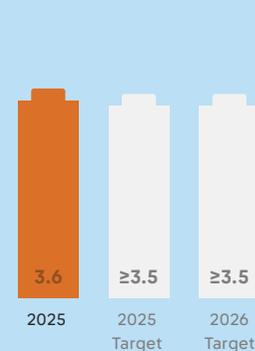
Additionally, we strive to create online experiences that are age-appropriate and safe, allowing children to explore digital opportunities with reduced risk and increased resilience.



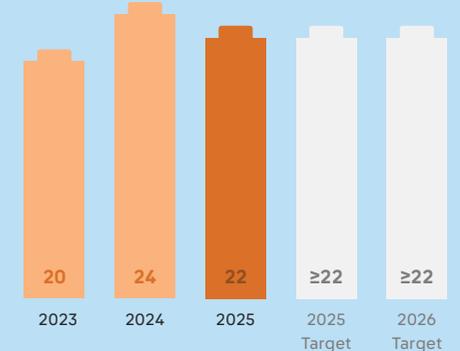
Children impacted by Social Responsibility initiatives | Millions |



Parent and caregiver engagement with Digital Empowerment | Millions |



Unique employees engaged in volunteering | % |





5 Accounting policies

Workforce

Motivation and satisfaction

The motivation and satisfaction score is an index calculated based on four questions in our annual employee engagement survey, the Pulse:

1. I always look forward to going to work.
2. I feel motivated in my job.
3. From an overall point of view, how satisfied are you with your job at the LEGO Group?
4. Imagine the perfect place of work. How close is this ideal to your place of work?.

Our score is compared with an external benchmark, the Global Employee & Leadership Index (GELx). The GELx is compiled by our survey provider, Ennova, and is comprised of a number of multi-national and Scandinavian companies from their clientele base.

The Pulse includes permanent hourly employees at the LEGO Group's manufacturing sites, LEGO Brand Retail (LBR) employees, and hourly and salaried employees across all other functions and locations, excluding LEGO House employees. Employees hired after 3 September and employees on leave during the full survey period are not included in the survey.

Employee headcount

Employee headcount is the total number of employees at the end of the reporting period. The scope of this KPI includes all employees, except those in outsourced functions, such as third-party catering and security workers, as well as any other roles that are not directly employed by the company. Employees who have been

made redundant are included until the expiry of their contract, regardless of whether they have been released from all or some of their duties.

Employee turnover rate

The number of permanent employees who left the LEGO Group in the reporting period. The metric is based on HR master data and includes all permanent employees.

The turnover rate is calculated by dividing the number of permanent employees who left by the average number of permanent employees during the period.

Health and safety metrics

Number of fatalities

The number of employees who have lost their lives due to work-related injuries or illnesses. It includes fatalities from incidents within the organisation's control, regardless of when or where they occurred. Work-related ill health refers to conditions caused or worsened by exposure to risk factors in the work environment. These risk factors can be physical, organisational, chemical or biological, and may include ergonomic issues and both acute and chronic illnesses related to workplace practices.

Rate of recordable work-related accidents

The number of recordable injuries per one million working hours. It includes all employees and external agency workers, but not self-employed contractors or those not supervised by the LEGO Group. Working hours are calculated by subtracting vacations, sick leave, and public holidays from total contractual hours. Recordable accidents, tracked in the Incident Management system, include fatalities, lost time injuries, restricted work injuries and medical treatment injuries.

Lost time injury rate

The number of injuries per one million working hours. It includes all employees and external agency workers, but excludes self-employed contractors and those not supervised by the LEGO Group. A lost time injury is defined as an injury that results in at least one day of absence following the incident.

Number of days lost to work-related injuries and ill health

The total days lost due to work-related injuries, fatalities, and ill health, from the first full day of absence to the last. Calendar days are counted, including weekends and public holidays. It includes all employees and external agency workers, but excludes self-employed contractors and those not supervised by the LEGO Group.

This includes acute, recurring, and chronic conditions, such as musculoskeletal disorders and respiratory diseases. Work-related ill health covers incidents during work-related travel and health issues from home if directly related to work tasks. Health issues from non-work-related factors and mental illnesses are excluded due to legal restrictions on data collection.

Gender distribution at top management level

Employees holding top management positions at the LEGO Group, categorised by gender, divided by the total number of employees in top management positions. Top management includes roles such as Director, Senior Director, Vice President, Senior Vice President, and CXO.

Gender distribution in the workforce

Total number of employees at the LEGO Group, categorised by gender and includes all employees except those in outsourced functions, like third-party catering or security.

Age distribution in the workforce

This metric categorises the LEGO Group's workforce into three age groups: up to 29 years, 30 to 49 years, and over 50 years. It records each employee's exact age at the end of the reporting period.

Responsible sourcing

Suppliers with higher risk non-conformities

Suppliers with higher risk non-conformities (NCs) are calculated as the percentage of audited suppliers with 'high-risk' or 'critical' NCs.

A high-risk or critical NC is defined as a severe issue/breach of local law and/or the LEGO Responsible Business Principles (RBP) with immediate/high risk to employees/workers or to the LEGO Group requiring immediate correction and verification within 90 days. NCs are assessed by third-party auditors and the LEGO Group, according to the LEGO Group grading matrix. Resolved NCs continue to be part of the calculation. Direct suppliers of materials, components, or items used in finished LEGO products, and sub-suppliers in high-risk countries that produce a major part of the finished items or produce, process, or make up any part of a finished item with LEGO IP or a third-party licensor's IP present, are audited by a third-party.

Third party audits are required annually if based in a high-risk country, and biennially if based in a medium-risk country. New suppliers without orders and suppliers of internal components of finished products are not audited.



Children and learning through play

Children impacted by Social Responsibility initiatives

The LEGO Group impacts children by providing quality learning through play activities and experiences. We report on the number of children impacted through programmes delivered directly by our employees and through our network of partners. Our partners deliver relevant activities with the financial, material, technical or volunteer support by the LEGO Group. In cases where we collaborate with the LEGO Foundation on initiatives (through direct funding or contribution of time and/or resources or implementation), the reported number of children impacted will be explicitly denoted as a result of the partnership.

Reported numbers of children impacted are based on partner estimations, with the exception of the assumptions listed below which are informed estimations made by the LEGO Group.

A portion of the reported number is calculated based on certain assumptions:

- Each PlayBox Donation is assumed to reach 20 children.
- Each Replay Box Donation is assumed to impact children based on regional samples.
- Each LEGO MRI scanner donation is assumed to impact children based on regional samples.
- Based on average classroom size, each educator receiving training or downloading course packs is assumed to reach 30 children.
- Parents reached through an activity organised or facilitated (through a partner) by the LEGO Group are assumed to reach one child.

- Train the Trainer (1-4 hours) is assumed to reach 10 children.
- Train the Trainer (+4 hours) is assumed to reach 100 children.
- First LEGO League Discover (ages 4-6) is assumed to reach 6 children.
- First LEGO League Explore (ages 6-13) is assumed to reach 6 children.
- First LEGO League Challenge (ages 9-16) is assumed to reach 8 children.

Parent and caregiver engagement with Digital Empowerment

Parent and caregiver engagement is associated with activities facilitated by the LEGO Group providing communication and learning experiences to parents and caregivers of children related to the LEGO Digital Empowerment initiative.

Engagements are defined as interactions (e.g. event participation, website visits, 3-second video plays, post shares, post reactions, post saves, post comments, link clicks) with parents and caregivers. To comply with GDPR regulations, engagements are calculated by totaling non-unique interactions through virtual or in-person activities, primarily occurring via digital channels. This approach ensures compliance and allows us to foster repeated interactions with the same parents and caregivers. This enhances the quality of engagement and creates meaningful learning opportunities for both adults and children.

Engagements primarily stem from parents and caregivers, based on targeted paid communications aimed to reach them. All paid communications are targeted through third-parties at digital users identified as parents or caregivers on digital platforms. Due to data and legal privacy restrictions, we cannot verify that all reported engagements are solely from parents and caregivers.

Engagement activities include:

- Digital communications with parents/ caregivers.
- Delivery of digital learning experiences for parents, caregivers and families via LEGO.com.
- Facilitation of digital or physical events for parents/caregivers and families through partner funding.

Engagement numbers are reported by the LEGO Group, external third parties such as media agencies, and partners relying on the parameters and assumptions outlined above.

Unique employees engaged in volunteering

Measures the proportion of employees engaged in volunteering relative to the actual total number of employees at the end of the reporting year.

The number of unique employees engaged is calculated as number of employees employed by the LEGO Group for the reporting year that confirmed to have volunteered at an event in the registration system.

It includes the following activities:

- Global Social Responsibility (SR) programmes and Local Community Engagement (LCE) programmes and/or
- Activities with non-profit organisations or public authorities benefiting children or supporting children's rights to learn and play over the reporting year.

The scope of this metric includes all permanent and temporary employees of the LEGO Group, including hourly employees in manufacturing sites, LEGO Brand Retail store employees, and hourly and salaried employees across all other functions and locations.

Product recalls

Product recalls account for the number of official recalls according to Safety Gate (EU), CPSC (US) and DPRC (China). The number reflects launched LEGO products recalled from the market due to product safety issues. A recall is based on a specific non-compliant component that can be part of several LEGO products. Hence, an official recall can potentially cover more than one product number.

This excludes licenced products where the LEGO Group is not the legal manufacturer.



→ Build the Change
Addressing urban
play issues



Governance

Responsible business conduct

We are committed to fair and transparent business practices. We support open and transparent communication channels, which allow us to address issues, foster trust and cultivate supportive workplace environments.

Impacts, risks and opportunities identified

| | |
|---------------------------------------|---|
| Potential negative impact - | Non-compliance with whistleblower protection or code of conduct |
| Risk R | Loss of market access |
| Potential vnegative impact - | Bribery and corruption hurt the communities where we operate |

Speaking up

Approach and policies

We aim to protect whistleblowers across our entire value chain. Grievance mechanisms, including compliance hotlines and worker support lines, empower workers to confidently share their concerns or report non-conformities.

Key actions

The following grievance channels are available to workers at different stages of our value chain:

- The LEGO Compliance Line is a globally accessible channel for anonymous and safe

reporting of concerns managed by an independent third party. Grievances may be raised by anyone, at any time, and in any language without risk of retaliation.

- The LEGO Worker Voice Mailbox allows all supply chain workers to report issues confidentially.
- The Ethical Supply Chain Programme (ESCP) enables workers in China, Indonesia and Vietnam to also file their reports via their programme.

We continuously look for ways to improve, optimise and secure our grievance mechanisms.

Advocacy and political activity

Approach and policies

We engage with governments and other relevant stakeholders to help shape a global environment where all children can learn the skills they need to thrive and reach their full potential. We are guided by our 'Advocacy, Government Ethics, and Political Activity' policy. All employees and third parties acting on behalf of the LEGO Group are expected to comply with this policy, even if it means losing business or reducing profitability. The LEGO Group does not make contributions to any candidate for elected office, political committee, or political party. Furthermore, the LEGO Group does not sponsor a corporate political action committee or any similar entity.

In addition, the LEGO Group does not make independent expenditures in connection with any election or contribute funds to entities for the purpose of making independent expenditures in connection with any election.

Key actions

We engage with government and policymakers with the following goals:

Learning through play

- To advocate for learning through play by engaging relevant political and civil society actors.
- To implement education policy reforms that will equip children with the skills to thrive in an ever-changing world. Together with the LEGO Foundation, we establish partnerships and leverage existing research to advocate for children's right to play and learn.

Intellectual property (IP) rights

To drive awareness of the LEGO Group's IP rights, trademarks and copyrights, and take action to protect the LEGO brand in the markets where we operate.

Environmental sustainability

To encourage a policy environment that drives innovations and supports sustainable practices that make a positive impact on society and the planet.

Responsible digital engagement

To work proactively and openly with industry, governments and civil society towards a sustainable, child-centric digital future that prioritises the rights, safety and well-being of all children.

EU Presidency

In 2025, as part of the Danish EU presidency, we had the privilege of hosting policymakers, including members of the European Parliament, Ministers and Ambassadors. We hosted meetings at LEGO Campus in Billund on the topics of sustainability, IP enforcement, learning through play and responsible digital engagement.

Ethics code

Approach and policies

All LEGO Group employees and third parties acting on behalf of the company must comply with the expectations defined in our LEGO Code of Ethical Business Conduct (Ethics Code), including anti-bribery and corruption.

Key actions

To ensure awareness and compliance within the LEGO Group, all salaried employees are invited and strongly encouraged to complete training in Ethical Business Conduct on an annual basis, and any employee interacting with children has to follow additional Child Safeguarding training.



Political contributions | DKK |

0

Convictions and fines | Number |

0



S Accounting policies

Responsible business conduct

Political contributions

Our 'Advocacy, Government Ethics, and Political Activity' policy sets out that the LEGO Group does not make contributions to any candidate for elected office, political committee, or political party.

The policy also states that 'fees paid to political parties or other political committees or other expenditures made to permit attendance by a representative of the LEGO Group at a party conference or event, such as admission charges for attendance as a commercial guest or visitor, are not prohibited so long as such fees do not benefit one party over another and are not treated under relevant law as contributions to such parties or committees.' Fees paid within the bounds of that policy are therefore not political contributions and will not be reported.

While the LEGO Group gives gifts in line with our 'Gifts, Hospitality and Entertainment' policy, these are not given in support of any political entity and will not be reported.

The LEGO Group is a member of, and pays fees to, a number of trade associations and coalitions. A list of these is published on [our website](#).

The LEGO Group contributes financially in the form of membership fees, but does not knowingly contribute to funds used by third parties to make political contributions.

Convictions and fines

"Number of convictions for violation of anti-corruption and anti-bribery laws" is defined as the number of times there has been a legal determination of guilt of the LEGO Group (within the reporting period) for breaches of anti-corruption and/or anti-bribery laws where the breaches were investigated by a governmental authority with jurisdiction.

The amount of fines is defined as the aggregate level of each fine imposed on the LEGO Group as a direct result of a determination of its guilt for breaches of anti-corruption and/or anti-bribery laws where the breaches were investigated by a governmental authority with jurisdiction. For aggregated fines issued in foreign currencies, the total amount will be converted into the LEGO Group reporting currency (DKK) at the appropriate exchange rate.

Performance Data



| Metric | Unit of measure | Target 2026 | Target 2025 | Result 2025 | Result 2024 | Result 2023 |
|---|-----------------------------------|-------------|-------------|-------------|-------------|-------------|
| Carbon emissions scope 1&2 (sites with production) | Thousand tonnes CO ₂ e | ≤173.9 | ≤162.5 | 165.3 | 144.4 | 119.1 |
| Total GHG emissions | Thousand tonnes CO ₂ e | | | | | |
| Total GHG emissions (market-based) | Thousand tonnes CO ₂ e | - | - | 2,190 | 2,187 | 2,082 |
| Total GHG emissions (location-based) | Thousand tonnes CO ₂ e | - | - | 2,373 | 2,334 | 2,212 |
| Total achieved GHG emissions reductions (reduction from mass balance only - incl. biogenic carbon) | Thousand tonnes CO ₂ e | - | - | 322.7 | n/a | n/a |
| Total achieved GHG emissions reductions (reduction from mass balance only - excl. biogenic carbon) | Thousand tonnes CO ₂ e | - | - | 132.5 | n/a | n/a |
| Carbon credits contracted | Thousand tonnes CO ₂ e | - | - | 67 | n/a | n/a |
| Carbon credits retired in reporting year | Thousand tonnes CO ₂ e | - | - | 25 | n/a | n/a |
| Carbon credits planned to be retired in future | Thousand tonnes CO ₂ e | - | - | 42 | n/a | n/a |
| Total energy consumption and mix | GWh | - | - | 622.2 | n/a | n/a |
| Water supplied (sites with production) | Thousand m ³ | ≤877 | ≤856 | 707.8 | 753.7 | 810.0 |
| Total water consumption | Thousand m ³ | - | - | 382.8 | n/a | n/a |
| Water consumption in areas with high water stress and/or risk | Thousand m ³ | - | - | 256.5 | n/a | n/a |
| Mass balance and segregated resin procured** | % | >70 | ≥60 | 64 | 50 | n/a |
| Renewable and recycled materials used | % | - | ≥52 | 52 | n/a | n/a |
| Recyclable content in packaging (previously "Sustainable packaging materials (sold) incl. extended line") | % | - | - | 95 | n/a | n/a |
| Sustainable packaging materials (sold) incl. extended line* | % | ≥96.8 | ≥95 | 95 | 93 | 93 |
| Waste to landfill (sites with production) | Tonnes | ≤1% | ≤50 | 71 | 62 | 9 |
| Waste volume (sites with production) | Tonnes | ≤34,800 | ≤30,200 | 31,701 | 25,859 | 24,497 |
| Total waste | Tonnes | - | - | 37,009 | n/a | n/a |

* This KPI is aligned with the metric "Recyclable content in packaging"

** Accounting policy change (now including seg. materials), and the reported number for 2024 has been restated accordingly

n/a No comparative data available for that year

- No target set for this metric



Performance Data (continued)

| Metric | Unit of measure | Target 2026 | Target 2025 | Result 2025 | Result 2024 | Result 2023 |
|--|-----------------|-------------|-------------|-------------|-------------|-------------|
| Motivation and satisfaction | Index score | >75 | >75 | 83 | 81 | 80 |
| Employee headcount | Number | - | - | 33,801 | n/a | n/a |
| Employee turnover rate | % | - | - | 12.7 | n/a | n/a |
| Gender distribution in the workforce (f/m) | % | - | - | 54.2/45.3 | n/a | n/a |
| Gender distribution at top management level (f/m) | % | 42.8/57.2 | 42.0/58.0 | 42.8/57.1 | 41.9/57.9 | 41.5/58.4 |
| Age distribution in the workforce (29 and under/30-49/50 and over) | % | - | - | 31/55/14 | n/a | n/a |
| Number of fatalities in the workforce as result of work-related injuries /ill health | Number | 0 | 0 | 0 | 0 | 0 |
| Lost time injury rate | Rate | ≤0.9 | ≤0.9 | 0.8 | 0.7 | 0.6 |
| Rate of recordable work-related accidents in own workforce | Rate | - | - | 2.1 | n/a | n/a |
| Number of days lost to work-related injuries/ill health | Thousands | - | - | 1.6 | n/a | n/a |
| Suppliers with higher risk non-conformities | % | ≤30 | ≤33 | 20 | 26 | 35 |
| Children impacted by Social Responsibility initiatives (previously "Children impacted by Social Responsibility and Local Community Engagement activities") | Millions | ≥10.9 | ≥10.2 | 11.7 | 12.7 | 9.9 |
| Unique employees engaged in volunteering | % | ≥22 | ≥22 | 22 | 24 | 20 |
| Parent and caregiver engagement with Digital Empowerment | Millions | ≥3.5 | ≥3.5 | 3.6 | n/a | n/a |
| Product recalls | Number | 0 | 0 | 0 | 0 | 0 |



| Metric | Unit of measure | Target 2026 | Target 2025 | Result 2025 | Result 2024 | Result 2023 |
|--|-----------------|-------------|-------------|-------------|-------------|-------------|
| Convictions and fines (previously "Fines and settlements for non-compliances with anti-bribery and corruption laws") | Number | 0 | 0 | 0 | 0 | 0 |
| Political contributions | DKK amount | 0 | 0 | 0 | n/a | n/a |

Financial Statements

Consolidated Financial Statements

- Statement of Profit or Loss
- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flow
- Notes

Parent Company Financial Statements

- Statement of Profit or Loss
- Statement of Financial Position
- Statement of Changes in Equity
- Notes



Statement of Profit or Loss

1 January – 31 December

| (mDKK) | Note | 2025 | 2024 |
|---------------------------------|------|---------------|---------------|
| Revenue | 2.1 | 83,530 | 74,325 |
| Production costs | 2.2 | (26,921) | (23,570) |
| Gross profit | | 56,609 | 50,755 |
| Sales and distribution expenses | 2.2 | (25,709) | (23,438) |
| Administrative and IT expenses | 2.2 | (6,565) | (6,100) |
| Other operating expenses | 2.2 | (2,301) | (2,476) |
| Operating profit | | 22,034 | 18,741 |
| Financial income | 4.1 | 182 | 281 |
| Financial expenses | 4.1 | (529) | (976) |
| Profit before tax | | 21,687 | 18,046 |
| Income tax expenses | 2.4 | (4,977) | (4,254) |
| Net profit | | 16,710 | 13,792 |

Statement of Comprehensive Income

1 January – 31 December

| (mDKK) | 2025 | 2024 |
|---|---------------|---------------|
| Net profit | 16,710 | 13,792 |
| Items to be reclassified to the Statement of Profit or Loss, when specific conditions are met: | | |
| Change in market value of cash flow hedges | 1,144 | (431) |
| Reclassification of cash flow hedges from equity to be recognised in: | | |
| Revenue | (648) | 78 |
| Production costs | (30) | 6 |
| Tax on cash flow hedges | (102) | 76 |
| Currency translation differences | (497) | (412) |
| Items not to be reclassified to the Statement of Profit or Loss: | | |
| Remeasurements of defined benefit plans | (20) | - |
| Tax on remeasurements of defined benefit plans | 7 | - |
| Total comprehensive income | 16,564 | 13,109 |

Statement of Financial Position

at 31 December

| (mDKK) | Note | 2025 | 2024 |
|----------------------------------|------|---------------|---------------|
| Intangible assets | | 919 | 735 |
| Property, plant and equipment | 3.1 | 37,470 | 31,104 |
| Right-of-use assets | 4.3 | 8,032 | 6,385 |
| Prepayments | | 262 | 162 |
| Other receivables | | 119 | 105 |
| Deferred tax assets | 2.4 | 1,063 | 1,211 |
| Total non-current assets | | 47,865 | 39,702 |
| Inventories | 3.2 | 6,349 | 6,052 |
| Trade receivables | 3.3 | 11,602 | 10,834 |
| Receivables from related parties | 5.4 | 423 | 211 |
| Prepayments | | 797 | 746 |
| Other receivables | | 2,561 | 2,205 |
| Income tax receivables | | 234 | 217 |
| Loans to related parties | 5.4 | 8,480 | 8,152 |
| Cash | | 1,049 | 572 |
| Total current assets | | 31,495 | 28,989 |
| Total assets | | 79,360 | 68,691 |

| (mDKK) | Note | 2025 | 2024 |
|--------------------------------------|------|---------------|---------------|
| Share capital | 4.2 | 20 | 20 |
| Hedging reserve | | 147 | (217) |
| Currency translation reserve | | (1,053) | (556) |
| Retained earnings | | 50,221 | 42,524 |
| Total equity | | 49,335 | 41,771 |
| Lease liabilities | 4.3 | 7,118 | 5,314 |
| Deferred tax liabilities | 2.4 | 159 | 130 |
| Provisions | | 391 | 295 |
| Deferred income | 3.5 | 356 | 392 |
| Other debt | 3.4 | 304 | 194 |
| Total non-current liabilities | | 8,328 | 6,325 |
| Borrowings | | - | 118 |
| Lease liabilities | 4.3 | 952 | 965 |
| Trade payables | | 7,658 | 7,362 |
| Income tax liabilities | | 717 | 561 |
| Provisions | | 220 | 51 |
| Deferred income | 3.5 | 1,444 | 1,243 |
| Debt to related parties | 5.4 | 310 | 292 |
| Other debt | 3.4 | 10,396 | 10,003 |
| Total current liabilities | | 21,697 | 20,595 |
| Total liabilities | | 30,025 | 26,920 |
| Total equity and liabilities | | 79,360 | 68,691 |

Statement of Changes in Equity

at 31 December

| (mDKK) | Share capital | Hedging reserve | Currency translation reserve | Retained earnings | Total equity |
|-------------------------------|---------------|-----------------|------------------------------|-------------------|---------------|
| 2025 | | | | | |
| Equity at 1 January | 20 | (217) | (556) | 42,524 | 41,771 |
| Net profit | - | - | - | 16,710 | 16,710 |
| Comprehensive income | - | 364 | (497) | (13) | (146) |
| Dividend paid to shareholders | - | - | - | (9,000) | (9,000) |
| Equity at 31 December | 20 | 147 | (1,053) | 50,221 | 49,335 |
| 2024 | | | | | |
| Equity at 1 January | 20 | 54 | (144) | 37,732 | 37,662 |
| Net profit | - | - | - | 13,792 | 13,792 |
| Comprehensive income | - | (271) | (412) | - | (683) |
| Dividend paid to shareholders | - | - | - | (9,000) | (9,000) |
| Equity at 31 December | 20 | (217) | (556) | 42,524 | 41,771 |

§ Accounting policies

Hedging reserve

The hedging reserve consists of the effective portion of gains and losses on hedging instruments designated as cash flow hedges.

Currency translation reserve

The currency translation reserve consists of foreign exchange rate differences that occur when translating the foreign subsidiaries' financial statements from their functional currency into the LEGO Group's presentation currency. On disposal of the net investment, the currency translation reserve of that foreign subsidiary is recognised in the Statement of Profit or Loss.

Statement of Cash Flow

1 January – 31 December

| (mDKK) | Note | 2025 | 2024 |
|---|------|-----------------|-----------------|
| Operating profit | | 22,034 | 18,741 |
| Depreciation, amortisation and impairment losses | | 3,243 | 3,098 |
| Other non-cash items | | 244 | (102) |
| Change in working capital | | (664) | 1,627 |
| Interest received | | 182 | 281 |
| Interest paid | | (287) | (216) |
| Income tax paid | | (4,821) | (4,279) |
| Cash flow from operating activities | | 19,931 | 19,150 |
| Purchase of intangible assets | | (187) | (143) |
| Purchase of property, plant and equipment | 3.1 | (9,003) | (8,817) |
| Proceeds from sale of property, plant and equipment | | 42 | 3 |
| Cash flow used in investing activities | | (9,148) | (8,957) |
| Free cash flow | | 10,783 | 10,193 |
| Repayments of borrowings | | (106) | - |
| Payments of lease liabilities | 4.3 | (1,134) | (1,058) |
| Repayments from related parties | 5.4 | 17,473 | 17,274 |
| Payments to related parties | 5.4 | (17,801) | (17,849) |
| Dividend paid to shareholders | 4.2 | (9,000) | (9,000) |
| Cash flow used in financing activities | | (10,568) | (10,633) |
| Net cash flow | | 215 | (440) |
| Cash at 1 January | | 572 | 1,249 |
| Net cash flow | | 215 | (440) |
| Foreign exchange adjustments | | 262 | (237) |
| Cash at 31 December | | 1,049 | 572 |

§ Accounting policies

The Statement of Cash Flow has been prepared using the indirect method, and shows the consolidated cash flow from operating, investing and financing activities for the year and the consolidated cash at the beginning and end of the year. The Statement of Cash Flow cannot be derived directly from the Statement of Profit or Loss and the Statement of Financial Position.

| (mDKK) | 2025 | 2024 |
|---------------------------------|--------------|--------------|
| Free cash flow | 10,783 | 10,193 |
| Payments of lease liabilities | (1,134) | (1,058) |
| Free cash flow, adjusted | 9,649 | 9,135 |

Notes

Basis of preparation

| | |
|---|----|
| 1.1 General accounting policies | 49 |
| 1.2 New and amended IFRS Accounting Standards | 50 |
| 1.3 Significant accounting estimates and judgements | 50 |

Operating Profit

| | |
|------------------------------|----|
| 2.1 Revenue | 51 |
| 2.2 Expenses by nature | 52 |
| 2.3 Employee costs | 53 |
| 2.4 Tax | 53 |

Operating assets and liabilities

| | |
|---|----|
| 3.1 Property, plant and equipment | 55 |
| 3.2 Inventories | 57 |
| 3.3 Trade receivables | 57 |
| 3.4 Other debt | 59 |
| 3.5 Deferred income | 59 |

Capital structure and financing

| | |
|--|----|
| 4.1 Financial items | 60 |
| 4.2 Share capital | 60 |
| 4.3 Leases | 61 |
| 4.4 Financial risks | 63 |
| 4.5 Derivative financial instruments | 66 |

Other disclosures

| | |
|--|----|
| 5.1 Fees to independent auditor | 67 |
| 5.2 Remuneration of Group Management | 67 |
| 5.3 Contingent liabilities and other obligations | 68 |
| 5.4 Related parties | 68 |
| 5.5 Acquisition of businesses | 70 |
| 5.6 Events occurring after the reporting period | 70 |
| 5.7 Group structure..... | 71 |

1.1 General accounting policies

This section introduces the LEGO Group's accounting policies and significant accounting estimates and judgements. A more detailed description of material accounting policies and significant accounting estimates and judgements related to specific reported amounts are disclosed in the respective notes.

General Accounting Policies

The Consolidated Financial Statements of the LEGO Group have been prepared on a going concern basis and in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act applying to enterprises of reporting class C (large).

The Consolidated Financial Statements are presented in Danish kroner (DKK), which is the functional currency of the Parent Company. All amounts are rounded to the nearest million DKK.

The Consolidated Financial Statements have been prepared in accordance with the historical cost convention, with the exception of financial assets and financial liabilities, which are measured at fair value.

The accounting policies are unchanged from last year, except for new standards or amendments as described in [note 1.2](#).

Change in classification in the Statement of Financial Position and notes

Employee benefit obligations have been reclassified to the line item Provisions. The reclassification has been made based on an assessment of both the nature of the underlying obligations and materiality.

Comparative figures in the Statement of Financial Position and notes have been restated to match this year's presentation. The change has no impact on total assets.

The adjustments of comparative figures are not a change in accounting policies.

Applying materiality

Notes and accounting policies within the financial statements aim to disclose information that is considered of material importance to the stakeholders in a simple and structured way.

Consolidation practice

The Consolidated Financial Statements comprise the LEGO A/S (Parent Company) and entities controlled by LEGO A/S, together referred to as the LEGO Group.

Foreign currency translation

Functional currency

Items included in the financial statements of each of the LEGO Group's entities are measured

using the currency of the primary economic environment in which the entity operates.

Group entities

The profit or loss and financial position of subsidiaries that have a functional currency different from the presentation currency in the LEGO Group, are translated into the presentation currency as follows:

- Assets and liabilities for each subsidiary are translated into DKK at the exchange rates at the reporting date.
- Income and expenses for each subsidiary are translated into DKK at the exchange rate at transaction date. An average exchange rate per month is used as equivalent to the extent it does not deviate significantly from the actual exchange rate at transaction date.

Financial highlights

Revenue growth in constant currency is calculated as revenue growth adjusted for impacts of exchange rate translation.

Financial ratios have been calculated in accordance with the guidelines from the CFA Society Denmark.

Free cash flow

Cash flow from operating activities -
Cash flow used in investing activities

Free cash flow, adjusted

Free cash flow -
Payment of lease liabilities

Gross margin

$\frac{\text{Gross profit} \times 100}{\text{Revenue}}$

Operating margin

$\frac{\text{Operating profit} \times 100}{\text{Revenue}}$

Net profit margin

$\frac{\text{Net profit} \times 100}{\text{Revenue}}$

Return on equity (ROE)

$\frac{\text{Net profit} \times 100}{\text{Average equity}}$

Return on invested capital (ROIC)

$\frac{\text{Operating profit} \times 100}{\text{Average invested capital}}$

Equity ratio

$\frac{\text{Equity} \times 100}{\text{Total equity and liabilities}}$

1.2 New and amended IFRS Accounting Standards

All amended standards and interpretations issued by IASB and endorsed by the EU effective as of 1 January 2025 have been adopted by the LEGO Group. None of the newly adopted or amended standards impacted the Consolidated Financial Statements.

"IFRS 18 - Presentation and Disclosure in Financial Statements" is issued, but not yet effective. This will not have a material impact on the presentation in parts of the Consolidated Financial Statements.

Other amendments that are issued, but not yet effective, are not likely to impact the Consolidated Financial Statements.

1.3 Significant accounting estimates and judgements

When preparing the Consolidated Financial Statements, the Management makes accounting estimates and judgements that affect the reported amounts of assets and liabilities and the reported amounts of income and expenses.

The estimates and underlying assumptions are reviewed on an ongoing basis.

The key accounting estimates identified are those that have a significant risk of resulting in a material adjustment. The estimates are expectations of the future, or other sources of estimation uncertainty, based on assumptions.

Management believes that the estimates are the most likely outcome of future events. Management bases the estimates on historical experience, data points and other assumptions that Management assesses are reasonable under the given circumstances. Actual results may differ from these estimates under different assumptions or conditions.

Accounting judgements are made when applying accounting policies. Key accounting judgements are the judgements made, that can have significant impact on the amounts recognised in the financial statements.

Further information on the areas that involve a high degree of estimation and judgement and are material to the financial statements, can be obtained in the respective notes.

Note
→ 2.4 Tax

Key accounting estimates and judgements
Estimate of tax provisions

2.1 Revenue

| (mDKK) | 2025 | 2024 |
|----------------------------------|---------------|---------------|
| Sale of goods | 82,638 | 73,503 |
| Licence income | 749 | 670 |
| Other revenue | 143 | 152 |
| | 83,530 | 74,325 |
| <i>Sale of goods per region:</i> | | |
| Americas | 38,429 | 35,408 |
| Europe, Middle East & Africa | 34,719 | 28,853 |
| Asia & Pacific | 9,490 | 9,242 |
| | 82,638 | 73,503 |

§ Accounting policies

Revenue recognition

Revenue is recognised when the LEGO Group fulfils its contractual performance obligations towards the buyer, and the transaction is related to the main activities.

The LEGO Group's payment terms are determined on a regional basis and do not follow a standard term, with an average term of approximately 55 days globally. As a result, customer contracts do not contain a significant financing component.

Sale of goods

Revenue from sale of goods is recognised when control over the goods has been transferred to the buyer. This condition is usually met by the time the products are delivered to the customer and legal title transfers.

Revenue is measured at the transaction price to which the LEGO Group expects to be entitled. The transaction price includes variable amounts such as rebates and trade contributions payable to customers. Variable amounts are recognised as revenue only when it is highly probable that a significant reversal will not occur.

Trade contributions represent amounts payable to customers in exchange for activities intended to improve the LEGO Group's sales performance, in-store visibility, or to compensate for operational services provided by the customer. These activities do not represent distinct services. Accordingly, trade contributions are treated as variable consideration and are recognised as a reduction of revenue when the related sales occur.

Sale of goods that results in award credits under the LEGO Group's consumer loyalty programme is accounted for by allocating the transaction price between the goods supplied and the award credits granted based on a relative stand-alone selling price. The consumer loyalty programme is a separate performance obligation, as the consumer loyalty programme points are considered a material right derived from the contract entered into at the time of purchase. Revenue from the award credits is recognised when the consumer loyalty programme points are redeemed or when they expire.

Licence income

Licence fees are recognised as revenue when the performance obligations in the relevant agreements have been satisfied. Revenue is measured at the transaction price to which the LEGO Group expects to be entitled. Revenue from licence agreements comprises both agreements where performance obligations are satisfied over time such as sales-based agreements which most of the LEGO Group licence revenue is related to, and agreements where performance obligations are satisfied at a point in time, which would normally be upon delivery.

Licence revenue is recognised based on a classification of either a "right to access" or "right to use" as described below.

Right to access

Revenue derived from the LEGO trademark is generally considered a "right to access" and performance obligations related to licence income of this nature are satisfied over time.

Licences with a "right to access" comprise income from console games, movies, mobile and tablet platforms, and outbound licensing business generating sales-based royalty fees for intellectual properties related to content like stories, style guides and prints.

Revenue based on a "right to access" is recognised based on the licensee's actual sales or forecasts, which in all material aspects corresponds with the value-add to the licence partner. The process is therefore assessed to give a faithful depiction of the transfer of licence income.

Right to use

All other licence revenues are per definition performance obligations satisfied at a point in time ("right to use"). Revenue is recognised at a point in time, where the customer directly uses and obtains substantially all the benefits from the licence, at the point when control is transferred to the licensee. Revenue recognised at a point in time will primarily be related to media content produced by the LEGO Group. Media content has significant stand-alone functionality and the LEGO Group does not affect the intellectual properties after the right to use occurs. Revenue is recognised when the control of the content has been transferred to the customer.

Other revenue

Other revenue comprises non-brick LEGO trademark-related revenue. The majority hereof relates to revenue from ticket sales to experiences owned by the LEGO Group.

2.2 Expenses by nature

| (mDKK) | Note | 2025 | 2024 |
|--|------|---------------|---------------|
| Raw materials and consumables used | | 12,289 | 10,541 |
| Employee costs | 2.3 | 17,111 | 15,748 |
| Depreciation, amortisation and impairment losses | | 3,243 | 3,098 |
| Licence and royalty expenses | | 6,771 | 5,981 |
| Marketing | | 10,151 | 9,372 |
| Distribution | | 3,219 | 2,886 |
| Other external expenses | | 8,712 | 7,958 |
| | | 61,496 | 55,584 |
| <i>Recognised as follows:</i> | | | |
| Production costs | | 26,922 | 23,570 |
| Sales and distribution expenses | | 25,709 | 23,438 |
| Administrative and IT expenses | | 6,565 | 6,100 |
| Other operating expenses | | 2,300 | 2,476 |
| | | 61,496 | 55,584 |

§ Accounting policies

Expenses by nature disclose information about expenses arising from the main inputs that are consumed in order to accomplish the LEGO Group's activities. Information about how costs are allocated to functions within the LEGO Group's business is disclosed in the Statement of Profit or Loss.

Expenses by function allocate and combine expenses according to the activity from which the cost arises, as follows:

Production costs

Production costs include direct and indirect costs related to production including movements in volumes on inventory and related inventory re-evaluation. Direct costs comprise raw materials, consumables, royalties and direct labour costs. Indirect costs comprise other costs related to production of goods including depreciation, amortisation and impairment losses on production related materials and other supply chain related costs.

Sales and distribution expenses

Sales and distribution expenses comprise expenses related to sales and distribution, employees, advertising and marketing expenses, write-down of receivables as well as depreciation, amortisation and impairment losses and government grants. Grants are recognised when there is reasonable certainty that they will be received.

Administrative and IT expenses

Administrative and IT expenses comprise expenses for IT, Facility, Human Resources, Finance, Legal and Management, including depreciation, amortisation and impairment losses.

Other operating expenses

Other operating expenses consist of research and development expenses.

Research and development expenses are expenses that do not meet the criteria for asset recognition. These are expensed as incurred and include costs like wages, salaries, consumables and external costs.

2.3 Employee costs

| (mDKK) | 2025 | 2024 |
|--|---------------|---------------|
| Wages and salaries | 15,243 | 14,215 |
| Restructuring costs | 52 | 2 |
| Pension costs | 651 | 537 |
| Social security and other costs | 1,251 | 1,127 |
| Employee costs before capitalisation to assets | 17,197 | 15,881 |
| Capitalised to assets | (86) | (133) |
| | 17,111 | 15,748 |
| Recognised as follows: | | |
| Production costs | 4,630 | 4,170 |
| Sales and distribution expenses | 6,552 | 6,035 |
| Administrative and IT expenses | 4,241 | 3,983 |
| Other operating expenses | 1,688 | 1,560 |
| | 17,111 | 15,748 |
| Average number of full-time employees | 29,112 | 26,765 |
| Headcount at 31 December | 33,801 | 31,282 |

2.4 Tax

| (mDKK) | 2025 | 2024 |
|---|--------------|--------------|
| Current income tax | 4,817 | 4,322 |
| Other tax | 57 | 53 |
| Change in deferred tax | 3 | (150) |
| Deferred tax impact of change in tax rates | (6) | 9 |
| Adjustment to income tax for prior years | 82 | (38) |
| Adjustment to deferred tax for prior years | 24 | 58 |
| Income tax expenses | 4,977 | 4,254 |
| Reconciliation of the effective tax rate: | | |
| Profit before tax | 21,687 | 18,046 |
| Corporate tax rate in Denmark | 22.0% | 22.0% |
| Impact of different tax rates in foreign subsidiaries | 0.3% | 0.4% |
| Permanent differences | 0.1% | 0.4% |
| Impact of unrecognised deferred tax assets | (0.1%) | 0.7% |
| Adjustment to tax for prior years | 0.4% | 0.1% |
| Corporate withholding taxes | 0.1% | 0.1% |
| Other corporate taxes | 0.1% | (0.1%) |
| Effective tax rate | 22.9% | 23.6% |



Whenever you see the small arrow, just follow the note to the next page.

2.4 Tax (continued)

| (mDKK) | 2025 | 2024 |
|---|------------|--------------|
| Deferred tax at 1 January, net | 1,081 | 926 |
| Recognised in profit or loss | (27) | 92 |
| Recognised in comprehensive income | (95) | 76 |
| Impact of change in tax rates | 6 | (9) |
| Foreign exchange adjustments | (61) | (4) |
| Deferred tax at 31 December, net | 904 | 1,081 |
| Recognised as follows: | | |
| Deferred tax assets | 1,063 | 1,211 |
| Deferred tax liabilities | (159) | (130) |
| | 904 | 1,081 |
| Related as follows: | | |
| Non-current assets | (449) | (214) |
| Inventories | 356 | 347 |
| Receivables | 88 | 123 |
| Provisions | 282 | 142 |
| Other liabilities | 610 | 674 |
| Tax loss carry-forwards | 17 | 9 |
| | 904 | 1,081 |

Significant accounting estimates

Significant judgements and estimates are used when determining the worldwide accrual for income taxes, deferred income tax assets and liabilities, and provisions for uncertain tax positions.

In order to identify uncertain tax treatments impacting the LEGO Group on a continuous basis,

known and appropriate risks that potentially could have a financial impact on the LEGO Group are assessed. The identified risks are reviewed and updated on a continuous basis. The LEGO Group updates and refines the estimated exposure based on new legislation, guidance or status of an audit.

The possible outcome of uncertain tax positions is measured based on Management's estimate

of the amount required to settle the obligation and recognised in deferred tax or income tax, depending on the tax position.

Tax assets arising from tax loss carry-forwards are capitalised based on an assessment of whether they can be utilised in the future.

Deferred tax assets not recognised of 111 mDKK relate to tax losses where there is uncertainty regarding when these tax losses are expected to be utilised, and thus not meeting the criteria for recognition.

§ Accounting policies

Income tax expenses

The income tax expenses comprise income tax and deferred tax including impact of change in tax rates. Companies within the LEGO Group are liable to pay tax in the country they are located in. Income tax expenses include both Danish and foreign income tax.

The income taxes are recognised in the Statement of Profit or Loss, except to the extent that they relate to items recognised in the Statement of Comprehensive Income.

All Danish subsidiaries are taxed jointly. The current Danish corporation tax is distributed among the jointly taxed companies in relation to their taxable income (full distribution with refunds regarding tax-related deficits).

Deferred tax

Deferred tax assets and deferred tax liabilities are measured according to the temporary difference approach.

Deferred tax is measured according to income tax rules and the tax rates expected to be in force on elimination of temporary differences. The deferred taxes are recognised in the Statement of Profit or Loss, except to the extent that they relate to items recognised in the Statement of Comprehensive Income.

Impact on IAS 12 regarding Pillar Two

The LEGO Group is not expected to be materially impacted by the OECD/EU Pillar Two Model Rules and their local implementation. Most countries where the LEGO Group has operations impose taxation in excess of 15 percent, such that the Transitional Safe Harbour rules are expected to apply.

In accordance with IAS 12, the LEGO Group has applied the temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

These rules are not expected to result in either materially increased tax payments or a change to the Group's effective tax rate.

3.1 Property, plant and equipment

| (mDKK) | Land, buildings and installations | Plant and machinery | Other fixtures and fittings, tools and equipment | Fixed assets under construction and prepayments | Total |
|--|-----------------------------------|---------------------|--|---|---------------|
| 2025 | | | | | |
| Cost at 1 January | 14,371 | 14,875 | 4,928 | 11,931 | 46,105 |
| Additions | 824 | 1,323 | 498 | 6,358 | 9,003 |
| Disposals | (45) | (482) | (136) | - | (663) |
| Transfers | 3,739 | 1,698 | 252 | (5,689) | - |
| Foreign exchange adjustments | 106 | 70 | (106) | (623) | (553) |
| Cost at 31 December | 18,995 | 17,484 | 5,436 | 11,977 | 53,892 |
| Depreciation and impairment losses at 1 January | 2,687 | 9,743 | 2,571 | - | 15,001 |
| Depreciation | 521 | 1,034 | 389 | - | 1,944 |
| Impairment losses | - | 18 | 25 | - | 43 |
| Disposals | (30) | (426) | (129) | - | (585) |
| Foreign exchange adjustments | 31 | 66 | (78) | - | 19 |
| Depreciation and impairment losses at 31 December | 3,209 | 10,435 | 2,778 | - | 16,422 |
| Carrying amount at 31 December | 15,786 | 7,049 | 2,658 | 11,977 | 37,470 |



§ Accounting policies

Land, buildings and installations comprise mainly factories, warehouses and offices. Plant and machinery is mainly moulds, moulding machines, processing and packing equipment, whilst other fixtures, fittings, tools and equipment mainly comprise high bay warehouse equipment, leasehold improvements, measuring and testing equipment, furniture and IT hardware.

Property, plant and equipment is measured at cost, less subsequent depreciation and impairment, except for land, which is measured at cost less impairment.

Government grants for investments are offset against the cost of the assets to which the grants relate, except in circumstances where the asset is donated free of charge. In these circumstances a deferred income is recognised, disclosed in note 3.5.

3.1 Property, plant and equipment (continued)

| (mDKK) | Land, buildings and installations | Plant and machinery | Other fixtures and fittings, tools and equipment | Fixed assets under construction and prepayments | Total |
|--|-----------------------------------|---------------------|--|---|----------------|
| 2024 | | | | | |
| Cost at 1 January | 10,975 | 13,607 | 4,558 | 9,722 | 38,862 |
| Additions | 957 | 915 | 439 | 6,506 | 8,817 |
| Disposals | (23) | (367) | (84) | - | (474) |
| Transfers | 3,110 | 815 | 149 | (4,074) | - |
| Foreign exchange adjustments | (648) | (95) | (134) | (223) | (1,100) |
| Cost at 31 December | 14,371 | 14,875 | 4,928 | 11,931 | 46,105 |
| Depreciation and impairment losses at 1 January | 2,433 | 8,980 | 2,256 | - | 13,669 |
| Depreciation | 374 | 1,137 | 405 | - | 1,916 |
| Impairment losses | 8 | 20 | 10 | - | 38 |
| Disposals | (22) | (325) | (74) | - | (421) |
| Foreign exchange adjustments | (106) | (69) | (26) | - | (201) |
| Depreciation and impairment losses at 31 December | 2,687 | 9,743 | 2,571 | - | 15,001 |
| Carrying amount at 31 December | 11,684 | 5,132 | 2,357 | 11,931 | 31,104 |

Depreciation and impairment

Depreciation is calculated on a straight-line basis to allocate the cost of each asset to its residual value. Property, plant and equipment is tested for impairment when indications of impairment exist. Management performs an annual assessment of the assets' future use e.g., in relation to changes in building, product and production setup or restructuring.

Land is not depreciated.

Leasehold improvement is depreciated according to lease terms.

Depreciation commences when the asset is acquired or when the asset is ready for use as intended.

Useful lives and residual values are determined at the acquisition date and reassessed annually. The expected useful lives and residual values are determined based on past experience and expectations of the future use of assets. The annual assessment includes impact on useful lives from climate-related risks. This covers change in production equipment or technology driven by climate-related initiatives or legislation.

Depreciation is calculated based on the following estimated useful lives:

| | | | |
|---------------------|-------------|-----------------------------------|------------|
| Buildings | 40 years | Plant and machinery | 5-15 years |
| High bay warehouses | 20-40 years | Moulds | 5 years |
| Installations | 5-20 years | Furniture, fittings and equipment | 3-10 years |

3.2 Inventories

| (mDKK) | 2025 | 2024 |
|------------------|--------------|--------------|
| Raw materials | 696 | 720 |
| Work in progress | 2,731 | 2,595 |
| Finished goods | 2,922 | 2,737 |
| | 6,349 | 6,052 |

Inventories recognised as an expense amounted to DKK 17,904 million (DKK 14,921 million in 2024). These are included in production costs in the Statement of Profit or Loss.

§ Accounting policies

Inventories are measured at the lower of cost and net realisable value. Cost is accounted for on a first-in, first-out basis (FIFO).

Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure (indirect production costs), the latter being allocated on the basis of normal production capacity. Costs of purchased inventory are determined after deducting rebates and discounts.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

3.3 Trade receivables

| (mDKK) | 2025 | 2024 |
|--|---------------|---------------|
| Trade receivables, gross | 12,076 | 11,329 |
| Loss allowance for bad debts at 1 January | (495) | (494) |
| Change in loss allowance, net | (25) | (33) |
| Realised losses | 5 | 22 |
| Confirmed losses provided for in previous years | 9 | 13 |
| Foreign exchange adjustments | 32 | (3) |
| Loss allowance for bad debts at 31 December | (474) | (495) |
| Trade receivables, net | 11,602 | 10,834 |

All trade receivables fall due within 12 months. Due to the short-term nature of the trade receivables, their carrying amount is considered to be approximately the same as their fair value as well as the maximum credit risk.

The LEGO Group has no significant trade receivables concentrated in specific countries, but has some single significant trade debtors in the Americas. The LEGO Group has fixed procedures for determining the LEGO Group's granting of credit. The LEGO Group's risk relating to trade receivables is considered to be low. More information is disclosed in [note 4.4](#).



3.3 Trade receivables (continued)

Credit risk on trade receivables:

| (mDKK) | Gross carrying amount | Loss allowance for bad debts | Net carrying amount | Weighted average loss rate |
|----------------------------|-----------------------|------------------------------|---------------------|----------------------------|
| 31 December 2025 | | | | |
| Not overdue | 11,254 | (239) | 11,010 | 2% |
| 1 - 60 days overdue | 561 | (24) | 539 | 4% |
| 61 - 120 days overdue | 18 | (9) | 7 | 50% |
| 121 - 180 days overdue | 18 | (10) | 13 | 56% |
| More than 180 days overdue | 225 | (192) | 33 | 85% |
| | 12,076 | (474) | 11,602 | |
| 31 December 2024 | | | | |
| Not overdue | 10,352 | (263) | 10,089 | 3% |
| 1 - 60 days overdue | 684 | (35) | 649 | 5% |
| 61 - 120 days overdue | 66 | (24) | 42 | 36% |
| 121 - 180 days overdue | 19 | (11) | 8 | 58% |
| More than 180 days overdue | 208 | (162) | 46 | 78% |
| | 11,329 | (495) | 10,834 | |

§ Accounting policies

Trade receivables are initially recognised at fair value equal to the transaction price, and subsequently measured at amortised cost less allowance for lifetime expected credit losses.

Trade receivables are written off when all possible options have been exhausted and there are no reasonable expectations of recovery.

The LEGO Group applies the simplified approach to measure expected credit loss and a lifetime expected loss allowance for all trade receivables.

Exposure to credit risk on trade receivables is guided by the LEGO Group's policy on managing credit risk. Credit limits are set based on the customer's financial position and current market conditions.

3.4 Other debt

| (mDKK) | 2025 | 2024 |
|---|---------------|---------------|
| Employee-related payables and other charges | 4,556 | 4,400 |
| Sales incentives | 1,962 | 1,729 |
| Licence liabilities | 994 | 850 |
| VAT and other indirect taxes | 630 | 699 |
| Marketing | 270 | 257 |
| Distribution | 367 | 406 |
| Purchase of property, plant and equipment | 1,026 | 590 |
| Derivative financial instruments | 67 | 393 |
| Liabilities to purchase inventory | 271 | 266 |
| Other liabilities | 557 | 607 |
| | 10,700 | 10,197 |
| <i>Recognised as follows:</i> | | |
| Non-current | 304 | 194 |
| Current | 10,396 | 10,003 |
| | 10,700 | 10,197 |

Other debt comprises employee-related debt, other debts to authorities, derivative financial instruments, sales incentives, marketing, distribution, purchase of property plant and equipment and licences and royalty debt. Other liabilities consist mainly of accrued utilities and other services.

3.5 Deferred income

| (mDKK) | 2025 | 2024 |
|-------------------------------|--------------|--------------|
| Consumer loyalty programme | 893 | 880 |
| Government granted land | 314 | 366 |
| Gift cards | 323 | 268 |
| Other | 270 | 121 |
| | 1,800 | 1,635 |
| <i>Recognised as follows:</i> | | |
| Non-current | 356 | 392 |
| Current | 1,444 | 1,243 |
| | 1,800 | 1,635 |

Other obligations towards customers comprise sale of goods and tickets.

Revenue recognised in 2025 included in deferred income at the beginning of 2025 amounts to DKK 1,065 million (DKK 850 million in 2024).

§ Accounting policies

Income attributable to the consumer loyalty programme and gift cards is deferred and recognised as revenue when the LEGO Group's performance obligations towards the buyer have been fulfilled.

Government granted land is recognised at their fair value where there is a reasonable assurance that the grant will be received and the LEGO Group will comply with all attached conditions. The grant will be recognised as land under property, plant and equipment, and deferred income. The deferred income will be reduced on a straight-line basis over the expected lives of the related buildings constructed on the donated land, which is 40 years.

4.1 Financial items

| (mDKK) | 2025 | 2024 |
|--|------------|------------|
| Interest income from related parties | 135 | 210 |
| Interest income | 35 | 35 |
| Other financial income | 12 | 36 |
| Financial income | 182 | 281 |
| Interest expenses related to lease liabilities | 251 | 186 |
| Interest expenses to credit institutions | 12 | 7 |
| Foreign exchange losses, net | 205 | 656 |
| Other financial expenses | 61 | 127 |
| Financial expenses | 529 | 976 |

4.2 Share capital

| (mDKK) | 2025 | 2024 |
|----------|-----------|-----------|
| A-shares | 1 | 1 |
| B-shares | 9 | 9 |
| C-shares | 10 | 10 |
| | 20 | 20 |

The share capital is divided into shares of DKK 1,000 or multiples hereof. The share capital is fully paid.

A-shares carry 10 votes per DKK 1,000 share. Both B-shares and C-shares carry 1 vote per DKK 1,000 share.

Dividend of DKK 9,000 million was paid in May 2025 (DKK 9,000 million in May 2024), corresponding to DKK 0.45 million per DKK 1,000 of share capital.

Proposed dividend for 2025 is DKK 8,000 million, corresponding to DKK 0.40 million per DKK 1,000 of share capital.

As of 11 August 2025, the ownership structure of the LEGO Group changed from KIRKBI A/S to LEGO Holding A/S.

Koldingvej 2, Billund A/S has changed name to LEGO Foundation Investments A/S as of 29 October 2025.

The new structure does not change the ultimate beneficial ownership for the LEGO Group.

Shareholders holding more than 5 percent of the share capital or 5 percent of the votes:

- LEGO Holding A/S, Billund, Denmark
- LEGO Foundation Investments A/S, Billund, Denmark

§ Accounting policies

Proposed dividends on ordinary shares are subject to approval at the annual general meeting and are not recognised as a liability as at 31 December.

4.3 Leases

Right-of-use assets

| (mDKK) | Rental of premises | Other assets | Total |
|---------------------------------------|--------------------|--------------|---------------|
| 2025 | | | |
| Cost at 1 January | 9,870 | 608 | 10,478 |
| Additions | 2,153 | 170 | 2,323 |
| Remeasurements | 906 | 15 | 921 |
| Disposals | (258) | (152) | (410) |
| Foreign exchange adjustments | (504) | 6 | (498) |
| Cost at 31 December | 12,167 | 647 | 12,814 |
| 2024 | | | |
| Depreciation at 1 January | 3,831 | 262 | 4,093 |
| Depreciation | 1,092 | 162 | 1,254 |
| Disposals | (241) | (127) | (368) |
| Foreign exchange adjustments | (200) | 3 | (197) |
| Depreciation at 31 December | 4,482 | 300 | 4,782 |
| Carrying amount at 31 December | 7,685 | 347 | 8,032 |

| (mDKK) | Rental of premises | Other assets | Total |
|---------------------------------------|--------------------|--------------|---------------|
| 2024 | | | |
| Cost at 1 January | 7,820 | 544 | 8,364 |
| Additions | 1,344 | 228 | 1,572 |
| Remeasurements | 680 | 8 | 688 |
| Disposals | (117) | (164) | (281) |
| Foreign exchange adjustments | 143 | (8) | 135 |
| Cost at 31 December | 9,870 | 608 | 10,478 |
| 2025 | | | |
| Depreciation at 1 January | 2,889 | 259 | 3,148 |
| Depreciation | 1,007 | 124 | 1,131 |
| Disposals | (101) | (117) | (218) |
| Foreign exchange adjustments | 36 | (4) | 32 |
| Depreciation at 31 December | 3,831 | 262 | 4,093 |
| Carrying amount at 31 December | 6,039 | 346 | 6,385 |



4.3 Leases (continued)

Lease liabilities

| (mDKK) | 2025 | 2024 |
|---------------------------------|--------------|--------------|
| Debt at 1 January, net | 6,279 | 5,037 |
| Payments | (1,134) | (1,058) |
| Additions | 2,323 | 1,572 |
| Remeasurements | 921 | 688 |
| Terminated leases | (42) | (63) |
| Foreign exchange adjustments | (277) | 103 |
| Debt at 31 December, net | 8,070 | 6,279 |

Maturity of contractual cash flow

| (mDKK) | 2025 | 2024 |
|-----------|---------------|--------------|
| 0-1 year | 1,329 | 1,218 |
| 1-5 years | 3,826 | 2,997 |
| > 5 years | 4,988 | 3,476 |
| | 10,143 | 7,691 |

Amounts recognised in the Statement of Profit or Loss

| (mDKK) | 2025 | 2024 |
|--|--------------|--------------|
| Depreciation on right-of-use assets | 1,254 | 1,131 |
| Interest expenses related to lease liabilities | 251 | 186 |
| Expenses relating to short-term leases | 216 | 190 |
| Expenses relating to leases of low-value assets that are not short-term leases | 14 | 27 |
| Expenses relating to variable lease payments not included in lease liability | 242 | 203 |
| | 1,977 | 1,737 |

The LEGO Group leases various assets such as office buildings, store buildings, warehouses, company cars, forklifts etc. The leases have varying terms, clauses and rights under normal industry practice. In determining the lease term, all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option, are considered. Extension options (or periods after termination options) are only included in the lease term, if the lease is reasonably certain to be extended (or terminated).

The incremental borrowing rate is determined per country and per class of underlying assets.

The cash outflow for leases in the year was DKK 1,857 million (DKK 1,664 million in 2024).

The LEGO Group has executed an option to extend on a few contracts, the carrying amount of executed option periods in right-of-use assets is DKK 247 million (DKK 291 million in 2024).

The LEGO Group does not have individual significant subleasing contracts. The total carrying amount of subleased company cars included in right-of-use assets at 31 December 2025 amounts to DKK 183 million (DKK 184 million in 2024).

The portfolio of lease commitments for short-term leases, at the end of the year, is similar to the portfolio of short-term leases expensed during the period.

Commitments regarding lease contracts signed not yet commenced, refer to [note 5.3](#).

§ Accounting policies

The LEGO Group applies the exemption for recognition of lease contracts that, at the commencement date, have a lease term of 12 months or less, and leases of low-value assets for all classes of underlying assets. Lease payments related to such leases are recognised as expense on a straight-line basis over the lease term.

The lease liabilities are initially measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the incremental borrowing rate. The lease payments include fixed payments and variable lease payments that depend on an index or a rate, less any lease incentives receivable.



4.3 Leases (continued)

If the contract holds an option to purchase, extend or terminate a lease and it is reasonably certain to be exercised by the LEGO Group, the lease liabilities will include those.

The LEGO Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a different assessment of exercising an option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in index or rates.
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

Right-of-use assets classified as rental of premises and other assets have the following lease terms:

| | |
|--------------------|------------|
| Rental of premises | 3-50 years |
| Other assets | 2-8 years |

Right-of-use assets are measured at cost corresponding to the lease liability recognised, adjusted for any lease incentives received and initial direct costs. Depreciation is calculated using the straight-line method over the lease term or the useful life of the right-of-use assets, whichever is shortest.

The variable lease payments that do not depend on index or a rate, such as sales-based rent, are recognised as expenses in the year the event or condition that triggers the payment occurs. Variable lease payments account for less than 20 percent compared to fixed lease payments. These variable payments are primarily linked to sales-based rent in our retail stores, where rent fluctuates based on store sales performance.

For all asset classes, non-lease components will be separated from the lease components and thereby not form part of the recognised right-of-use asset and the lease liability.

The LEGO Group subleases some of the leased company cars to employees. In the sublease arrangements the LEGO Group is not relieved of its primary obligation under the head lease contract. The head lease is accounted for as other ordinary lease contracts.

4.4 Financial risks

The LEGO Group has centralised the management of financial risks. The overall objectives and policies for the LEGO Group's financial risk management are outlined in the Treasury Policy and the Credit Risk Policy.

The LEGO Group only hedges commercial exposures and consequently does not enter into derivative transactions for trading or speculative purpose. A fully integrated Treasury Management System is used to manage all financial positions.

| Type | Financial risk |
|--------------------|----------------|
| Credit risk | Low |
| Commodity risk | Low |
| Currency risk | Low |
| Interest rate risk | Low |
| Liquidity risk | Low |

Credit risk

The LEGO Group is exposed to credit risk from trading partners and customers.

Derivative financial instruments are entered with counterparties with investment grade level ratings.

For banks and financial institutions, only independently rated parties with investment grade level ratings are accepted as main banks.

Similarly, the LEGO Group only uses insurance companies with investment grade level ratings.

For trade receivables, the exposures are managed globally through fixed procedures, and credit limits are set as deemed appropriate for the customer, taking local market conditions into account. The LEGO Group has no significant trade receivables risk concentrated in specific countries, but has some single significant trade debtors. Credit risk relating to trade receivables is disclosed in [note 3.3](#).

The LEGO Group uses the related company KIRKBI A/S for deposits. No independent rating exists but no significant risks are recognised.

The overall credit risk of the LEGO Group is considered to be low.

Commodity risk

The LEGO Group is exposed to commodity risks related to production and distribution. Increased commodity prices negatively impact production and distribution costs. The largest exposure to changes in market prices relates to the use of energy in production. The total energy costs in the production compared to the total production costs are relatively low, that is why the overall commodity risk is considered low. To the extent possible fixed price agreements are made with suppliers, and consequently the LEGO Group does not actively manage commodity risks by applying financial hedging.

To support the reduction of carbon emission the LEGO Group has contracted power purchase agreements (PPAs).



4.4 Financial risks (continued)

The LEGO Group contracts both direct and virtual power purchase agreements. All agreements include green electricity certificates for the electricity produced. The certificates do not have a stand-alone price in the PPAs and are intended to be retired by the LEGO Group and no certificates are traded.

The accounting classification of contracts is assessed through a structured process based on the latest available guidance, as well as involvement of external expertise. Energy production from direct PPAs is classified as own use, which is not subject to derivate accounting, while virtual PPAs do not meet the criteria for own use and is accounted for as a derivate.

The agreements are at a fixed price with quarterly or annual adjustments based on a fixed percentage increase or exchange rate changes.

Financial impact of virtual power purchase agreements are disclosed in [note 4.5](#).

Contracts not yet in operation are subject to change of commencement date.

The LEGO Group's contracted power purchase agreements

| | Average annual contracted, MWh | Contract duration | In operation | Type of PPA |
|----------------------------------|--------------------------------|-------------------|--------------|-------------|
| 2025 | | | | |
| Country | | | | |
| Vietnam | 22,000 | 20 years | 2026 | Direct |
| Vietnam | 20,000 | 20 years | 2027 | Virtual |
| Total | 42,000 | | | |
| Contracted MWh per energy source | | | | |
| Wind | - | | | |
| Solar | 42,000 | | | |
| Total | 42,000 | | | |



4.4 Financial risks (continued)

Currency risk

The LEGO Group's presentation currency is DKK, but the majority of the LEGO Group's activities and investments are denominated in other currencies. Consequently, there is a moderate risk of foreign exchange rate fluctuations having an impact on the LEGO Group's reported profit or loss, financial position and/or cash flow in DKK.

The LEGO Group's currency risk is managed centrally based on the Treasury Policy approved by the Chief Financial Officer. Forward contracts and options are used to cover purchases and sales in foreign currencies. These forward contracts and options are classified as hedging when they meet the accounting requirements for hedging future cash flow. The hedging contracts lower the currency risk to low.

The table shows the LEGO Group's main currencies with a currency strengthening of ten percent against DKK and two percent on EUR against DKK. The sensitivities are based only on the impact of outstanding financial instruments at 31 December 2025, and thus not an expression of the LEGO Group's total currency risk. The financial instruments included in 'other exposures' are the LEGO Group's: Cash, trade receivables, trade payables, intercompany receivables and debt.

Interest rate risk

The LEGO Group's interest rate risk relates to interest-bearing assets and interest-bearing debt. The LEGO Group's interest-bearing assets mainly consist of bank deposits and deposit with KIRKBI A/S.

The LEGO Group's main exposure to currency risk on financial instruments denominated in foreign currencies

| (mDKK) | Currency exposures | | | Sensitivity (Hypothetical impact) | | |
|-------------|--------------------|--------------------------|-------------------------|-----------------------------------|---------------|--------|
| | Other exposures | FX forwards (fair value) | FX forwards (cash flow) | Change in exchange rate | Profit/(loss) | Equity |
| 2025 | | | | | | |
| DKK/AUD | 646 | (238) | (820) | +10% | 32 | (32) |
| DKK/CAD | (41) | (246) | (1,184) | +10% | (22) | (115) |
| DKK/CNY | 1,567 | - | - | +10% | 122 | 122 |
| DKK/CZK | 846 | 123 | 499 | +10% | 76 | 115 |
| DKK/EUR | (767) | - | - | +2% | (12) | (12) |
| DKK/GBP | (1,445) | (146) | 1,571 | +10% | (124) | (2) |
| DKK/HUF | 2,502 | 53 | 303 | +10% | 199 | 223 |
| DKK/MXN | 2,832 | - | 53 | +10% | 221 | 225 |
| DKK/SGD | 259 | - | - | +10% | 20 | 20 |
| DKK/USD | 1,609 | (1,603) | (7,173) | +10% | - | (559) |

An increase in the interest level of one percentage point would have had a positive impact on the LEGO Group's net profit in 2025 of DKK 37 million (DKK 41 million in 2024). The LEGO Group's interest rate risk is considered low.

Liquidity risk

Liquidity is managed centrally and is continually assessed. It is ensured that, at any given time, sufficient financial resources are available. Based on the financial reserves with banks and credit facilities available in credit institutions and from related parties, there are no significant liquidity

risks. The excess liquidity is placed at KIRKBI A/S, which reduces the risk to low.

Capital structure and risk management

The LEGO Group's Dividend and Capital Structure Committee monitors the capital structure of all legal entities within the LEGO Group, and takes adequate measures to ensure that the LEGO Group is capitalised in the best interest of the LEGO Group and the shareholders.

The overall objective is to ensure a continued development and strengthening of the LEGO

Group's capital structure that supports long-term profitable growth. The LEGO Group is not reliant on external financing and the Dividend and Capital Structure Committee seeks to maintain that the strong financials of the LEGO Group are applied to fund investments in subsidiaries via equity and intercompany loan funding. A dividend payment reflects the strategy behind the capital structure where the LEGO Group is the operational company and any surplus liquidity is distributed to the owners.

4.5 Derivative financial instruments

Hedging activities

The LEGO Group uses primarily forward contracts and secondly options to hedge currency exposure. The hedging activities are categorised into hedging of forecast transactions (cash flow hedges), and hedging of assets and liabilities (fair value hedges). It is the aim to hedge currencies accounting for 75 percent of the LEGO Group's total foreign currency risk, looking at a 12-months forward period. The average ratio of the hedged currencies must be between 50 percent and 75 percent on a 12-months rolling period. The designated rate for hedging is the spot rate.

There is no hedging ineffectiveness in this period.

The hedging mainly relates to the LEGO Group's sale of goods and services in USD, JPY, GBP, CNY, CAD and AUD as well as purchases of goods in MXN, HUF and CZK.

As of 31 December 2025, a purchase hedge contract of GBP 215 million is included in the table below, impacting the contractual amount of cash flow hedging by DKK -1,830 million. This is to cover the payment for the acquisition of businesses, refer to [note 5.5](#).

The following table shows contractual amounts of fair value and cash flow hedges specified by main foreign currencies, and represents the net fair value of forward contracts for sale and purchase of currencies. Fair value of options amount to DKK 0 million.

Virtual power purchase agreements

The LEGO Group has in 2025 contracted a virtual PPA in Vietnam as part of our sustainability

The LEGO Group's hedging activities and virtual power purchase agreements

| (mDKK) | Forward contract amount | | Positive fair value | Negative fair value | Weighted average contract rate | Period covered |
|--|-------------------------|-----------------|---------------------|---------------------|--------------------------------|----------------|
| | Fair value hedge | Cash flow hedge | | | | |
| 2025 | | | | | | |
| Hedging activities | | | | | | |
| AUD | 242 | 798 | 7 | 14 | 4.177 | 12 months |
| CAD | 257 | 1,181 | 19 | 5 | 4.670 | 12 months |
| GBP | 148 | (1,560) | 13 | - | 8.532 | 8 months |
| USD | 1,771 | 7,286 | 381 | 29 | 6.560 | 12 months |
| Other currencies | 400 | 2,011 | 38 | 19 | | 12 months |
| | 2,818 | 9,716 | 458 | 67 | | |
| Virtual power purchase agreements | | | | | | |
| Vietnam | | | - | - | | |
| | | | - | - | | |

ambitions. A yearly utilisation of 20,000 MWh is expected from the contract. Fair value adjustment of virtual PPAs through Statement of Profit or Loss have a net impact in 2025 of DKK 0 million (DKK 0 million in 2024).

§ Accounting policies

Derivative financial instruments are initially recognised at cost and are subsequently remeasured at their fair value.

Hedging activities

The calculation of fair value of the LEGO Group's hedging activities is based on observable inputs like interest rates, currency spot prices etc., (level 2) in accordance with the IFRS Fair Value Hierarchy.

Virtual power purchase agreements

The financial benefits from virtual PPAs are influenced by spot electricity prices. The LEGO Group settles the difference between the fixed contract price and the spot price with the operator. The fair value calculation of these agreements utilises observable inputs such as interest rates and spot electricity prices (level 2), along with

estimated future electricity prices (level 3), in accordance with the IFRS Fair Value Hierarchy.

Fair value remeasurements are adjusted through Statement of Profit or Loss.

Positive fair value of hedging and virtual PPAs are separately recognised as an asset under Other receivables, and negative fair value as liability under Other debt.

5.1

Fees to independent auditor

| (mDKK) | 2025 | 2024 |
|--|-----------|-----------|
| Statutory audit | 14 | 14 |
| Other assurance engagements | 2 | 1 |
| Total audit related services | 16 | 15 |
| Tax consultancy | 7 | 9 |
| Other services | 9 | 5 |
| Total non-audit services | 16 | 14 |
| Total fees to independent auditor | 32 | 29 |

Non-audit services include VAT compliance, tax consultancies, sustainability advice as well as accounting advice and consultancy in regards of business integrations.

5.2

Remuneration of Group Management

Remuneration to Executive Management and the Board of Directors

| (mDKK) | 2025 | 2024 |
|---------------------------------|------|------|
| Salaries and other remuneration | 80 | 71 |

Executive Management consists of one member, therefore remuneration of the Chief Executive Officer (Executive Management) and the Board of Directors is disclosed collectively with reference to section 98b paragraph 3 of the Danish Financial Statements Act.

Remuneration to Key Management Personnel (Executive Leadership Team)

| (mDKK) | 2025 | 2024 |
|--|------------|------------|
| Salaries | 80 | 80 |
| Pensions | 1 | 1 |
| Short-term incentive plans | 81 | 73 |
| Long-term incentive plans | 85 | 67 |
| | 247 | 221 |
| Severance payments and other one-offs | 35 | - |
| Total remuneration | 282 | 221 |
| Average number of employees in Executive Leadership Team | 7 | 7 |
| Headcount of Executive Leadership Team at 31 December | 7 | 7 |

Short-term incentive plans are based on yearly performance and long-term incentive plans are based on long-term goals for value creation.

5.3 Contingent liabilities and other obligations

| (mDKK) | 2025 | 2024 |
|--|---------------|---------------|
| Guarantees | 277 | 304 |
| Purchase contract commitments of property, plant and equipment | 5,667 | 10,981 |
| Other purchase contract commitments | 375 | 387 |
| Lease commitments | 3,509 | 816 |
| Other obligations | 1,582 | 1,182 |
| | 11,410 | 13,670 |

Guarantees are bank guarantees for commitments, and commitments to fulfill government grants.

Other purchase contract commitments primarily consist of commitments to purchase packaging and raw materials.

Purchase contract commitments have a maturity of maximum 5 years.

Lease commitments are contracts that have not yet commenced, but where the LEGO Group is committed. Commencement dates are mostly within 12 months.

The future lease payments for these non-cancellable lease contracts are DKK 12 million within 1 year, DKK 693 million within 1-5 years, and DKK 2,804 million thereafter.

Other obligations primarily consist of licence and service agreements.

The LEGO Group has entered into various contracts with vendors on usual terms and conditions of sales.

The Danish companies in the LEGO Group are jointly and severally liable for corporate income tax according to the joint taxation in the LEGO Group, KIRKBI A/S and in the companies controlled by KIRKBI A/S. The total amount of income tax liabilities, as well as related income tax credit counterparts are shown in the Annual Report of KIRKBI A/S, which is the administration company of the joint taxation. The Danish companies in the LEGO Group are furthermore jointly and severally liable for Danish taxes at source withheld on behalf of non-resident companies for dividend, royalty and interest.

The LEGO Group is party to a small number of disputes and legal actions. It is management's assessment that the outcome of these will most likely not have a material impact on the LEGO Group's financial position beyond what has already been recognised in the financial statements.

5.4 Related parties

Identity of related parties

The Parent of the LEGO Group is LEGO A/S, a company incorporated in Denmark, whose shares are owned by LEGO Holding A/S (75%) and LEGO Foundation Investments A/S (25%).

LEGO Holding A/S is fully owned by KIRKBI A/S and ultimately owned by the Kirk Kristiansen family (Denmark) and K2 Fonden af 2023. LEGO Foundation Investments A/S is fully owned by the LEGO Foundation.

Being an associated company of LEGO Holding A/S, Motion JVco Limited is considered a related party. As LEGO Holding A/S is controlled by KIRKBI A/S, KIRKBI A/S and all subsidiaries are related parties to the LEGO Group.

Key Management Personnel are considered related parties.

The LEGO Group has had the following material transactions and balances with related parties:

| (mDKK) | 2025 | 2024 |
|--|---------|---------|
| LEGO Holding A/S | | |
| Trademark royalty | (2,965) | (2,664) |
| Other transactions | 915 | 626 |
| Receivables at 31 December | 297 | 54 |
| Debt at 31 December | (267) | (264) |
| LEGO Foundation Investments A/S | | |
| Other transactions | (13) | (39) |
| Dividend | (2,250) | (2,250) |
| Lease liability 31 December | (170) | (170) |



5.4 Related parties (continued)

| (mDKK) | 2025 | 2024 |
|--|---------|---------|
| KIRKBI A/S | | |
| Other transactions | (177) | (152) |
| Dividend | (6,750) | (6,750) |
| Receivables at 31 December | 1 | 1 |
| Loan at 31 December | 8,480 | - |
| Debt at 31 December | (17) | (10) |
| Lease liability 31 December | (1,668) | (1,739) |
| KIRKBI Invest A/S | | |
| Sale of goods | 38 | - |
| Other transactions | (105) | (79) |
| Receivables at 31 December | 9 | 34 |
| Loans at 31 December | - | 8,152 |
| Debt at 31 December | (7) | - |
| Lease liability 31 December | (123) | (124) |
| Motion JVco Limited (Merlin Entertainments) | | |
| Sale of goods | 777 | 848 |
| Royalty | - | 41 |
| Other transactions | (29) | (32) |
| Receivables at 31 December | 78 | 100 |
| Debt at 31 December | (19) | (14) |
| LEGO Foundation | | |
| Sale of goods | 21 | - |
| Other transactions | 40 | 43 |
| Donations received | - | 270 |
| Receivables at 31 December | 38 | 22 |
| Debt at 31 December | - | (4) |

The LEGO Group has had and has the following loans (deposit agreement):

| (mDKK) | KIRKBI A/S | | KIRKBI Invest A/S | |
|----------------------------|--------------|----------|-------------------|--------------|
| | 2025 | 2024 | 2025 | 2024 |
| Loan at 1 January | - | - | 8,152 | 7,577 |
| Loans advanced | 17,657 | - | - | 17,631 |
| Repayments | (9,296) | - | (8,177) | (17,274) |
| Interest | 119 | - | 25 | 218 |
| Loan at 31 December | 8,480 | - | - | 8,152 |

No loss allowance was recognised in relation to balances or loans with related parties during the year. All balances and loans fall due within 12 months. Due to the short-term nature of the balances and loans from related parties, the carrying amount is considered to be the same as their fair value.

Lease expenses paid to related parties are included in other transactions. The portfolio of lease commitments with related parties for short-term leases at the end of the year is similar to the portfolio of short-term leases that have been expensed during the year.

Transactions with Key Management Personnel

There has been no transactions with the Board of Directors or Executive Leadership Team besides remuneration. Further information is disclosed in [note 5.2](#).

Terms and conditions

All transactions were made on normal commercial terms and conditions and at market rates. Outstanding balances and loans are unsecured and are repayable in cash.

§ Accounting policies

Deposit between the LEGO Group and KIRKBI A/S is considered to be a financial asset and is measured at amortised cost.

The carrying amounts of receivables and payables to related parties are considered to be the same as their fair values, due to their short-term nature.

5.5 Acquisition of businesses

No acquisitions were made in 2025.

After the reporting date, on 27 February 2026, the LEGO Group acquired 29 LEGO and LEGOLAND Discovery Centres in nine countries from Merlin Entertainments. The Discovery Centres are indoor attractions, specially designed for families with children, offering hands-on LEGO play experiences and immersive entertainment activities. Each centre also includes a retail outlet.

The acquisition was a combination of 100 percent share acquisition and acquisition of assets for a total cash consideration of GBP 215 million (DKK 1,830 million).

The acquisition of the Discovery Centres is aligned with the LEGO Group's strategy of creating memorable brand retail experiences. The centres will be an important addition to the LEGO Group's existing global network of retail stores and allow it to offer fans of all ages even more hands-on brand and shopping experiences.

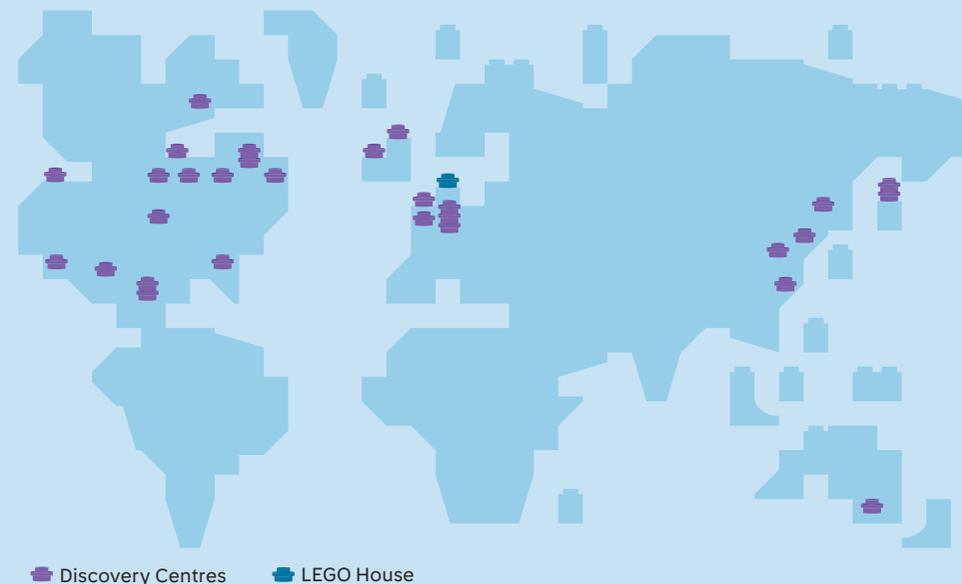
The acquisition has not had a material financial impact in 2025.

For illustrative purposes only, had the acquisition occurred on 1 January 2025, the LEGO Group's consolidated revenue for the year would have increased by approximately DKK 800 million. The impact on the consolidated net profit for the year would not have been significant in the context of the LEGO Group's consolidated net profit for the year.

A preliminary allocation of the total consideration of DKK 1,830 million has been performed, whereby DKK 950 million has been allocated to property, plant and equipment, DKK 700 million to identifiable intangible rights, DKK 400 million to goodwill, and DKK (220) million to other net assets. The purchase price allocation is provisional and is expected to be finalised during the first half of 2026, following the finalisation of the completion accounts.

Attractions

With the acquisition of LEGO and LEGOLAND Discovery Centres in February 2026, the LEGO Group now offers 30 memorable brand retail experiences across 10 countries.



5.6 Events occurring after the reporting period

On 27 February 2026, subsequent to the reporting period, the LEGO Group acquired 29 LEGO and LEGOLAND Discovery Centres. This transaction represents a non-adjusting event. Further details of this acquisition are disclosed in [note 5.5](#).

No other events of importance to the Consolidated Financial Statements have occurred after the reporting period.

5.7 Group structure

LEGO A/S at 31 December 2025

Manufacturing, administration, sales and distribution

Denmark LEGO System A/S

Manufacturing

China Mainland LEGO Toy Manufacturing (Jiaxing) Co., Ltd
Czech Republic LEGO Production s.r.o.
Hungary LEGO Manufacturing Kft.
Mexico LEGO Operaciones de México, S.A. de C.V.
United States LEGO Manufacturing Virginia, Inc.
Vietnam LEGO Manufacturing Vietnam Company Limited

Sales and distribution

Australia LEGO Australia Pty. Ltd.
Austria LEGO Handelsgesellschaft mbH
Belgium LEGO Belgium n.v.
Brazil LEGO do Brasil Comércio e Distribuição de Brinquedos Ltda
Canada LEGO Canada, Inc.
China Mainland LEGO Education Technology (Shanghai) Co., Ltd.
China Mainland LEGO Commerce (Shanghai) Co., Ltd.
China Mainland LEGO Toy (Shanghai) Co., Ltd.
Czech Republic LEGO Trading s.r.o.
Finland Oy Suomen LEGO Ab
France LEGO Brand Retail SAS
France LEGO SAS
Germany LEGO GmbH
Greece LEGO Hellas Single Member Societe Anonyme

Sales and distribution (continued)

Hong Kong SAR LEGO Hong Kong Limited
Hungary LEGO Hungária Kft.
India LEG GODT India Private Limited
Ireland LEGO Ireland Limited
Italy LEGO S.p.A.
Japan LEGO Japan Ltd.
Malaysia LEGO Trading (Malaysia) Sdn. Bhd.
Mexico LEGO México, S.A. de C.V.
New Zealand LEGO New Zealand Ltd.
Norway LEGO Norge AS
Poland LEGO Polska Sp. zo. o.
Portugal LEGO Unipessoal Lda.
Romania LEGO Romania S.R.L.
Singapore LEGO Singapore Pte. Ltd.
South Africa LEGO South Africa (Pty.) Ltd.
South Korea LEGO Korea Co. Ltd.
Spain LEGO S.A.
Sweden LEGO Sverige AB
Switzerland LEGO Schweiz AG
Taiwan LEGO Trading (Taiwan) Co., Ltd.
The Netherlands LEGO Nederland B.V.
Türkiye LEGO Turkey Oyuncak Ticearet Anonim Sirketi
Ukraine LEGO Ukraine LLC
United Kingdom LEGO Company Limited
United States LEGO Systems, Inc.
United States LEGO Brand Retail, Inc.
Utd. Arab Emir. LEGO Middle East FZ-LLC

Other

Australia LEGO Discovery Center Australia Pty. Limited
Belgium LEGO Discovery Center Belgium B.V.
Canada LEGO Discovery Center Canada Limited
China Mainland LEGO Commerce (Shenzhen) Co. Ltd.
Denmark LEGO Discovery Center Holding A/S
Denmark LEGO House A/S
Denmark LEGO Security Billund ApS
Germany LEGO Discovery Center Germany GmbH
Germany LLD Share Verwaltungs GmbH
Hong Kong SAR LEGO Discovery Center Hong Kong Limited
Indonesia PT LEGO Service Indonesia
Japan LEGO Discovery Center Japan Limited
Mexico LEGO Real Estate, S.A. de C.V.
Russian Fed. LEGO Ltd.
United Kingdom LEGO Discovery Center UK Limited
United States LEGO BrickLink, Inc.
United States LEGO Discovery Center US Holding Inc

LEGO A/S directly or indirectly owns the entire share capital in all group subsidiaries.

LEGO A/S is 75% owned by LEGO Holding A/S and is included in the Consolidated Annual Report of KIRKBI A/S, which is the ultimate Parent Company.

The LEGO Group comprises various sub-groups, specific disclosures regarding these sub-groups are not highlighted in the group structure, as all subsidiaries ultimately are wholly owned by LEGO A/S.

Parent Company Financial Statements

- Statement of Profit or Loss
- Statement of Financial Position
- Statement of Changes in Equity
- Notes

Statement of Profit or Loss

1 January – 31 December

| (mDKK) | Note | 2025 | 2024 |
|------------------------------|------|---------------|---------------|
| Revenue | | 628 | 649 |
| Gross profit | | 628 | 649 |
| Administrative expenses | | (386) | (442) |
| Operating profit | | 242 | 207 |
| Net profit from subsidiaries | 3.2 | 16,518 | 13,512 |
| Financial income | 2.2 | 111 | 218 |
| Financial expenses | 2.2 | (62) | (106) |
| Profit before tax | | 16,809 | 13,831 |
| Income tax expenses | 2.3 | (99) | (110) |
| Net profit | | 16,710 | 13,721 |

Statement of Financial Position

at 31. December

| (mDKK) | Note | 2025 | 2024 |
|----------------------------------|------|---------------|---------------|
| Property, plant and equipment | 3.1 | 4 | 5 |
| Investments in subsidiaries | 3.2 | 48,260 | 40,578 |
| Deferred tax assets | 3.3 | 59 | 51 |
| Receivables from subsidiaries | | 155 | 122 |
| Total non-current assets | | 48,478 | 40,756 |
| Receivables from subsidiaries | | 1,034 | 1,171 |
| Receivables from related parties | | 8 | 8 |
| Other receivables | | 10 | 1 |
| Total current assets | | 1,052 | 1,180 |
| Total assets | | 49,530 | 41,936 |

| (mDKK) | Note | 2025 | 2024 |
|--------------------------------------|------|---------------|---------------|
| Share capital | 3.4 | 20 | 20 |
| Equity method reserve | | 26,400 | 12,139 |
| Retained earnings | | 14,529 | 20,226 |
| Proposed dividend | | 8,000 | 9,000 |
| Total equity | | 48,949 | 41,385 |
| Other debt | | 269 | 195 |
| Total non-current liabilities | | 269 | 195 |
| Trade payables | | 18 | 22 |
| Income tax liabilities | | 94 | 103 |
| Debt to subsidiaries | | 1 | 20 |
| Other debt | | 199 | 211 |
| Total current liabilities | | 312 | 356 |
| Total liabilities | | 581 | 551 |
| Total equity and liabilities | | 49,530 | 41,936 |

Statement of Changes in Equity

at 31. December

| (mDKK) | Share capital | Equity method reserve | Retained earnings | Proposed dividend | Total equity |
|--|---------------|-----------------------|-------------------|-------------------|---------------|
| 2025 | | | | | |
| Equity at 1 January | 20 | 12,139 | 20,226 | 9,000 | 41,385 |
| Dividend paid to shareholders | - | - | - | (9,000) | (9,000) |
| Net profit | - | 14,407 | (5,697) | 8,000 | 16,710 |
| Currency translation adjustments | - | (497) | - | - | (497) |
| Items recognised on equity in subsidiaries | - | 351 | - | - | 351 |
| Equity at 31 December | 20 | 26,400 | 14,529 | 8,000 | 48,949 |
| 2024 | | | | | |
| Equity at 1 January | 20 | 9,903 | 18,424 | 9,000 | 37,347 |
| Dividend paid to shareholders | - | - | - | (9,000) | (9,000) |
| Net profit | - | 2,919 | 1,802 | 9,000 | 13,721 |
| Currency translation adjustments | - | (412) | - | - | (412) |
| Items recognised on equity in subsidiaries | - | (271) | - | - | (271) |
| Equity at 31 December | 20 | 12,139 | 20,226 | 9,000 | 41,385 |

Notes

Basis of preparation

| | |
|-------------------------------|----|
| 1.1 Basis of preparation..... | 76 |
|-------------------------------|----|

Statement of Profit or Loss

| | |
|-------------------------------|----|
| 2.1 Employee costs | 76 |
| 2.2 Financial items | 77 |
| 2.3 Income tax expenses | 77 |

Statement of Financial Position

| | |
|--|----|
| 3.1 Property, plant and equipment..... | 78 |
| 3.2 Investments in subsidiaries..... | 78 |
| 3.3 Deferred tax..... | 79 |
| 3.4 Share capital..... | 79 |

Other disclosures

| | |
|--|----|
| 4.1 Contingent liabilities and other obligations | 80 |
| 4.2 Related parties..... | 80 |
| 4.3 Proposed distribution of net profit | 80 |

1.1 Basis of preparation

The Financial Statements of the Parent Company have been prepared in accordance with the provisions of the Danish Financial Statements Act applying to enterprises of reporting class C (large).

In pursuance of section 86 paragraph 4 of the Danish Financial Statements Act, the company has not prepared a Statement of Cash Flow. Reference is made to the Consolidated Statement of Cash Flow, [page 47](#). Referring to section 96 paragraph 3 and section 101 paragraph 4 of the Danish Financial Statements Act, the company does not disclose the fee paid to the auditors appointed by the Annual General Meeting or five year financial summary.

The accounting policies are the same as for the Consolidated Financial Statement except the additional disclosures on tax assets and investments in subsidiaries, see the respective notes.

The accounting policies for the Financial Statements of the Parent Company remain unchanged from last year.

Revenue

Revenue comprises of income from services in Europe, thus additional segment information is not disclosed.

Non-current liabilities

Other debt classified as non-current falls due within 1-5 years.

2.1 Employee costs

| (mDKK) | 2025 | 2024 |
|--|------------|------------|
| Salaries | 157 | 152 |
| Pension costs | - | - |
| Social security and other costs | - | 1 |
| | 157 | 153 |
| <i>Recognised as follows:</i> | | |
| Administrative expenses | 157 | 153 |
| | 157 | 153 |
| Average number of full-time employees | 5 | 5 |
| Remuneration to Executive Management and the Board of Directors | | |
| Salaries and other remuneration | 80 | 71 |

Executive Management consists of one member. Therefore, remuneration of the Chief Executive Officer (Executive Management) and the Board of Directors is disclosed collectively with reference to section 98b paragraph 3 of the Danish Financial Statements Act.

2.2 Financial items

| (mDKK) | 2025 | 2024 |
|-----------------------------------|------------|------------|
| Interest income from subsidiaries | 56 | 218 |
| Foreign exchange gains, net | 55 | - |
| Financial income | 111 | 218 |

| (mDKK) | 2025 | 2024 |
|-----------------------------------|-----------|------------|
| Interest expenses to subsidiaries | 59 | 77 |
| Other interest expenses | 3 | 2 |
| Foreign exchange losses, net | - | 27 |
| Financial expenses | 62 | 106 |

2.3 Income tax expenses

| (mDKK) | 2025 | 2024 |
|------------------------|------------|------------|
| Current income tax | 110 | 112 |
| Other tax | 8 | 9 |
| Change in deferred tax | (8) | (11) |
| | 110 | 110 |

§ Accounting policies

For Danish tax purposes, the Parent Company is assessed jointly with its Danish subsidiaries. The Danish jointly taxed companies are included in a Danish on-account tax payment scheme for Danish corporate income tax. All income taxes under the scheme are recorded in the individual companies. LEGO A/S and its Danish subsidiaries are included in the joint taxation of the parent company, KIRKBI A/S.

Subsidiaries are included in the joint taxation from the date they are incorporated in the Consolidated Financial Statements and up to the date on which they are no longer consolidated.

3.1 Property, plant and equipment

| (mDKK) | Land, buildings and installations | Other fixtures and fittings, tools and equipment | Total |
|--|-----------------------------------|--|----------|
| 2025 | | | |
| Cost at 1 January | 3 | 2 | 5 |
| Additions | - | - | - |
| Disposals | - | - | - |
| Cost at 31 December | 3 | 2 | 5 |
| Depreciation and impairment losses at 1 January | - | - | - |
| Depreciation | - | 1 | 1 |
| Disposals | - | - | - |
| Depreciation and impairment losses at 31 December | - | 1 | 1 |
| Carrying amount at 31 December | 3 | 1 | 4 |

3.2 Investments in subsidiaries

| (mDKK) | 2025 | 2024 |
|---|---------------|---------------|
| Cost at 1 January | 19,439 | 13,827 |
| Additions | 3,074 | 5,728 |
| Disposals | (653) | (34) |
| Transfers | - | (82) |
| Cost at 31 December | 21,860 | 19,439 |
| Value adjustments at 1 January | 21,139 | 18,903 |
| Currency translation adjustments | (497) | (412) |
| Share of net profit | 16,518 | 13,512 |
| Dividends | (11,744) | (10,699) |
| Items recognised on equity in subsidiaries | 351 | (271) |
| Reversal of value adjustments for disposals | 633 | 32 |
| Transfers | - | 74 |
| Value adjustments at 31 December | 26,400 | 21,139 |
| Carrying amount at 31 December | 48,260 | 40,578 |

Group structure is disclosed in the Consolidated Financial Statements [note 5.7](#).

§ Accounting policies

Subsidiaries of the Parent Company are recognised under the equity method.

Any costs in excess of net assets in the acquired entities are capitalised in the Parent Company under investments in subsidiaries as part of the investments ("Goodwill").

To the extent it exceeds declared dividend from subsidiaries, net revaluation of investments in subsidiaries is transferred to net revaluation reserve according to the equity method under equity, deducted for approved dividends from subsidiaries on the date of the Annual General Meeting in LEGO A/S.

3.3 Deferred tax

| (mDKK) | 2025 | 2024 |
|---|-----------|-----------|
| Deferred tax at 1 January, net | 51 | 40 |
| Recognised in profit or loss | 8 | 11 |
| Deferred tax at 31 December, net | 59 | 51 |
| <i>Recognised as follows:</i> | | |
| Deferred tax assets | 59 | 51 |
| | 59 | 51 |

3.4 Share capital

| | Number of shares | Nominal value (mDKK) |
|-------------|------------------|----------------------|
| 2025 | | |
| A-shares | 19 | 1 |
| B-shares | 150 | 9 |
| C-shares | 36 | 10 |
| | 205 | 20 |

The share capital is divided into shares of DKK 1,000 or multiples hereof as specified above. The share capital is fully paid.

There have been no changes in the share capital during the last 5 years.

Shareholders holding more than 5 percent of the share capital or 5 percent of the votes:

- LEGO Holding A/S, Billund, Denmark
- LEGO Foundation Investments A/S, Billund, Denmark

4.1 Contingent liabilities and other obligations

| (mDKK) | 2025 | 2024 |
|-------------------|--------------|------------|
| Guarantees | 4,439 | 757 |
| Other indemnities | 182 | 197 |
| | 4,621 | 954 |

Guarantees relate to commitments in subsidiaries.

LEGO A/S is jointly and severally liable for corporate income tax according to the joint taxation in the LEGO Group, KIRKBI A/S and in the companies controlled by KIRKBI A/S. The total amount of income tax liabilities, as well as related income tax credit counterparts, is shown in the Annual Report of KIRKBI A/S, which is the administration company of the joint taxation. LEGO A/S is furthermore jointly and severally liable for Danish taxes at source withheld on behalf of non-resident companies for dividend, royalty and interest.

4.2 Related parties

LEGO A/S has had the following material transactions and balances with related parties (excluding wholly-owned subsidiaries):

| (mDKK) | 2025 | 2024 |
|---|------|------|
| KIRKBI A/S and KIRKBI Invest A/S | | |
| Other transactions | (2) | (3) |
| Motion JVco Limited | | |
| Royalty | 39 | 41 |
| Receivables at 31 December | 8 | 8 |

Remuneration to Key Management Personnel is disclosed in [note 2.1](#).

Transactions with related parties were carried out on an arm's length basis.

4.3 Proposed distribution of net profit

| (mDKK) | 2025 | 2024 |
|-----------------------|---------------|---------------|
| Proposed dividend | 8,000 | 9,000 |
| Equity method reserve | 14,407 | 2,919 |
| Retained earnings | (5,697) | 1,802 |
| | 16,710 | 13,721 |

Additional Information

- Management Statement
- Independent Auditor's Report
- Independent limited assurance report on the Sustainability Statement



Management Statement

The Board of Directors and the Executive Management have today considered and adopted the Annual Report of LEGO A/S for the financial year 1 January to 31 December 2025.

The Consolidated Financial Statements have been prepared in accordance with IFRS Accounting Standards as adopted by the EU and additional requirements in the Danish Financial Statements Act and the Parent Company Financial Statements are prepared in accordance with the Danish Financial Statements Act. Management's Review has been prepared in accordance with the Danish Financial Statements Act.

In our opinion, the Consolidated Financial Statements and the Parent Company Financial Statements give a true and fair view of the financial position at 31 December 2025 of the Group and the Parent Company and of the results of the Group and the Parent Company operations and cash flow for the financial year 2025.

The Sustainability Statement has been prepared in accordance with the stated sustainability accounting policies.

In our opinion, the Sustainability Statement gives a fair presentation of the Group's activities and results of sustainability efforts in the reporting period as well as a balanced presentation of our environmental, social and governance performance in accordance with the stated sustainability accounting policies.

In our opinion, Management's Review includes a true and fair account of the development in the operations and financial circumstances of the Group and the Parent Company, of the results for the year and of the financial position of the Group and the Parent Company as well as a description of the most significant risks and elements of uncertainty, which the Group and the Parent Company are facing.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Billund, 4 March 2026

Executive Management

Niels B Christiansen
President and Chief Executive Officer

Board of Directors

Thomas Kirk Kristiansen
Chair

Søren Thorup Sørensen
Deputy Chair

Ebi Atawodi

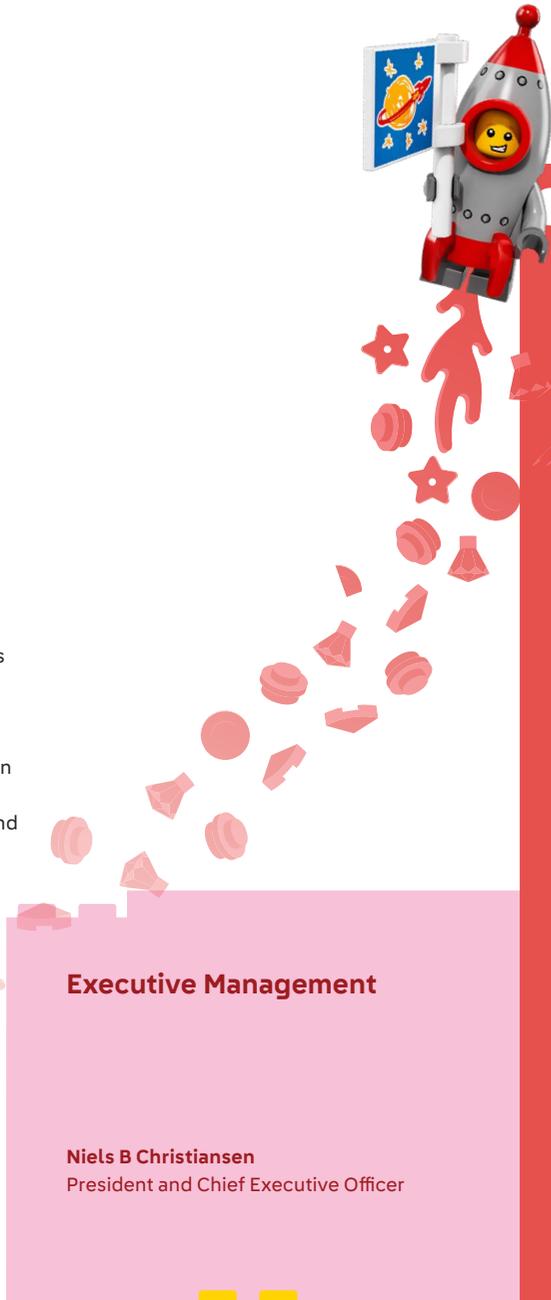
Fiona Dawson

Alessandro Nasi

Jan Thorsgaard Nielsen

Ilkka Paananen

Anne Sweeney



Independent Auditor's Report

To the shareholders of LEGO A/S

Opinion

In our opinion, the Consolidated Financial Statements give a true and fair view of the Group's financial position at 31 December 2025 and of the results of the Group's operations and cash flow for the financial year 1 January to 31 December 2025 in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

Moreover, in our opinion, the Parent Company Financial Statements give a true and fair view of the Parent Company's financial position at 31 December 2025 and of the results of the Parent Company's operations for the financial year 1 January to 31 December 2025 in accordance with the Danish Financial Statements Act.

We have audited the Consolidated Financial Statements and the Parent Company Financial Statements of LEGO A/S for the financial year

1 January – 31 December 2025, which comprise Statement of Profit or Loss, Statement of Financial Position, Statement of Changes in Equity and Notes to the financial statements, including material accounting policy information, for both the Group and the Parent Company, as well as Statement of Comprehensive Income and Statement of Cash Flow for the Group ("financial statements").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants

(IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Statement on Management's Review

Management is responsible for Management's Review.

Our opinion on the financial statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the financial statements

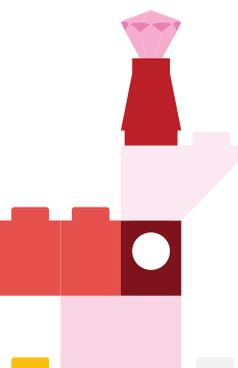
or our knowledge obtained during the audit, or otherwise appears to be materially misstated. Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Consolidated Financial Statements and the Parent Company Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statement Act. We did not identify any material misstatement in Management's Review.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of Consolidated Financial Statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act and for the preparation of Parent Company Financial Statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Group's and the Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Group or the Parent Company or to cease operations, or has no realistic alternative but to do so.



Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

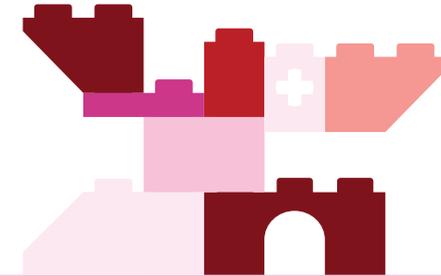
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Parent Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of

the entities or business units within the group as a basis for forming an opinion on the Consolidated Financial Statements and the Parent Company Financial Statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Aarhus, 4 March 2026



PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab
CVR no. 33 77 12 31

Mads Melgaard

State Authorised Public Accountant
mne34354

Kim Tromholt

State Authorised Public Accountant
mne33251

Independent limited assurance report on the Sustainability Performance Data

To the stakeholders of the LEGO Group

The LEGO Group engaged us to provide limited assurance on the Sustainability Performance Data for the period 1 January – 31 December 2025 stated on pages 41 and 42 in the 2025 Sustainability Statement included in Management's Review in the Annual Report of the LEGO Group ("Sustainability Performance Data").

Our conclusion

Based on the procedures we performed and the evidence we obtained, nothing came to our attention that causes us to believe that the Sustainability Performance Data are not prepared, in all material respects, in accordance with the applied accounting policies developed by Management of the LEGO Group as stated on pages 30-40 ("accounting policies").

This conclusion is to be read in the context of what we state in the remainder of our report.

What we are assuring

The scope of our work was limited to assurance over the Sustainability Performance Data on page 41-42.

We express limited assurance in our conclusion.

Professional standards applied and level of assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits and Reviews of Historical Financial Information'

and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements'. The quantification of greenhouse gas emissions is subject to inherent uncertainty because of incomplete scientific knowledge used to determine the emissions factors and the values needed to combine emissions of different gasses.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks; consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our independence and quality control

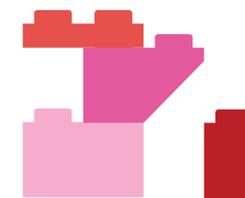
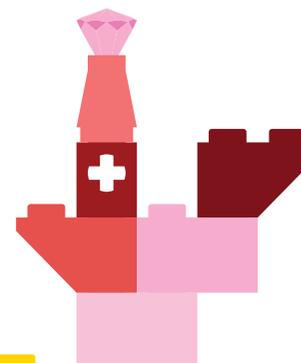
We have complied with the independence requirements and other ethical requirements in the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, and ethical requirements applicable in Denmark.

PricewaterhouseCoopers applies International Standard on Quality Management 1, ISQM 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent multidisciplinary team with experience in sustainability reporting and assurance.

Understanding reporting and measurement methodologies

The sustainability performance data need to be read and understood together with the accounting policies, which Management is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure Sustainability Performance Data allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.



Work performed

We are required to plan and perform our work in order to consider the risk of material misstatement of the Sustainability Performance Data. In doing so and based on our professional judgement, we:

- Through inquiries, obtained an understanding of the LEGO Group's control environment and information systems relevant to quantification and reporting of the Sustainability Performance Data;
- Performed review of reported data, including assessment of the completeness, data collection methods, assumptions and reconciling reported data to underlying documentation;
- Planned and conducted interviews and process walkthroughs with Group functions to understand the consolidation and reporting processes, use of company-wide systems and controls performed at Group level;
- Performed trend analysis of consolidated data and made enquiries to understand significant developments in reported data over time; and Evaluated the obtained evidence.

Management's responsibilities

Management of the LEGO Group is responsible for:

- Designing, implementing and maintaining internal control over information relevant to the preparation of the Sustainability Performance Data in the Sustainability Statement that are free from material misstatement, whether due to fraud or error;
- Establishing objective accounting policies for preparing the Sustainability Performance Data;
- Measuring and reporting the information in the Sustainability Performance Data based on the accounting policies; and
- The content of the Sustainability Statement.

Our responsibility

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the sustainability performance data for the period 1 January – 31 December 2025 are prepared, in all material respects, in accordance with the accounting policies;
- Forming an independent conclusion, based on the procedures performed and the evidence obtained; and Reporting our conclusion to the stakeholders of the LEGO Group.

Aarhus, 4 March 2026

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab
CVR no. 33 77 12 31

Mads Melgaard

State Authorised Public Accountant
mne34354

Kim Tromholt

State Authorised Public Accountant
mne33251

LEGO A/S

Aastvej 1 | DK-7190 Billund
+45 7950 6070 | www.LEGO.com

CVR no 54 56 25 19

Incorporated 19 December 1975

Residence Billund, Denmark

Financial Year 1 January – 31 December

Date of publication 10 March 2026

Design eTypes

2025 Annual Report is published for
the LEGO Group by Finance and Corporate
Brand Communications.

LEGO, the LEGO logo and the Minifigure are trademarks of the LEGO Group. ©2026 The LEGO Group.

The F1 logo, FORMULA 1, F1, GRAND PRIX and related marks are trademarks of Formula One Licensing BV, a Formula 1 company. All rights reserved.

OFFICIAL LICENSEE OF FORMULA 1

© 2026 Mojang AB. All Rights Reserved. Minecraft, the Minecraft logo, the Mojang Studios logo and the Creeper logo are trademarks of the Microsoft group of companies.

© 2026 Epic Games, Inc. All rights reserved. Fortnite and its logo are trademarks of Epic Games, Inc. in the USA (Reg. U.S. Pat. & Tm. Off.) and elsewhere.

© & ™ Lucasfilm Ltd.

© Nintendo