

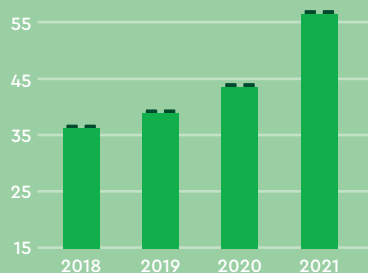
2021 Financial Highlights

The LEGO Group

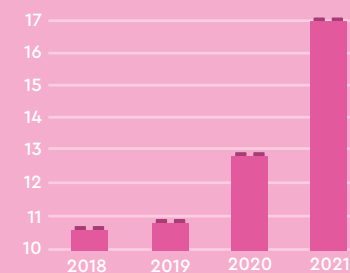


(mDKK)	2021	2020	2019	2018	2017
Income statement					
Revenue	55,294	43,656	38,544	36,391	34,995
Expenses	(38,250)	(30,744)	(27,707)	(25,617)	(24,636)
Operating profit	17,044	12,912	10,837	10,774	10,359
Financial income and expenses	(39)	(412)	(85)	(264)	(158)
Profit before income tax	17,005	12,500	10,752	10,510	10,201
Net profit for the year	13,285	9,916	8,306	8,076	7,806
Balance sheet					
Total assets	47,991	37,202	34,946	31,485	29,911
Equity	29,138	23,547	22,183	21,753	20,714
Liabilities	18,853	13,655	12,763	9,732	9,197
Statement of cash flow					
Cash flow from operating activities	16,048	13,382	9,557	9,847	10,691
Purchase of property, plant, equipment and intangible assets	(3,159)	(1,891)	(2,173)	(1,502)	(1,529)
Free cash flow	12,892	11,498	7,395	8,355	9,168
Employees					
Average number (full-time)	20,198	17,431	16,112	15,050	16,480
Headcount end of year	24,484	20,468	18,800	17,385	17,534
Other financials (in %)					
Revenue growth in constant currency	28	16	4	7	(7)
Financial ratios (in %)					
Gross margin	69.6	69.7	68.4	67.8	67.1
Operating margin	30.8	29.6	28.1	29.6	29.6
Net profit margin	24.0	22.7	21.5	22.2	22.3
Return on equity (ROE)	50.4	43.4	37.8	38.0	38.3
Return on invested capital (ROIC)	94.0	74.1	68.4	78.9	72.3
Equity ratio	60.7	63.3	63.5	69.1	69.3

Revenue DKK 55.3 billion



Operating Profit DKK 17.0 billion



The Financial Highlights for 2021, 2020 and 2019 are affected by the implementation of IFRS 16 Leases as from 1 January 2019. Comparison figures for 2018 and 2017 have not been restated due to the use of the modified retrospective approach. The comparison figures for the financial ratio, Return on invested capital (ROIC), have been restated in 2020 and 2019 to reflect a classification change in the balance sheet, see note 1.1 in 2021 Annual Report, as well as including goodwill in the calculation. Financial ratios are calculated in accordance with the guidelines from the Danish Society of Financial Analysts. Definitions are disclosed in note 1.1 in 2021 Annual Report. Parentheses denote negative figures.

For more information about the LEGO Group's financial performance, please visit: [LEGO.com/AboutUs/Newsroom](https://www.lego.com/AboutUs/Newsroom)

