



Financial Highlights of the LEGO Group

(mDKK)	2018	2017	2016	2015	2014
Income Statement					
Revenue	36,391	34,995	37,934	35,780	28,578
Expenses	(25,617)	(24,636)	(25,486)	(23,536)	(18,881)
Operating profit	10,774	10,359	12,448	12,244	9,697
Financial income and expenses	(264)	(158)	(57)	(96)	(206)
Profit before income tax	10,510	10,201	12,391	12,148	9,491
Net profit for the year	8,076	7,806	9,436	9,174	7,025
Balance Sheet					
Total assets	31,485	29,911	29,937	27,877	21,419
Equity	21,753	20,714	20,039	17,751	12,832
Liabilities	9,732	9,197	9,898	10,126	8,587
Cash Flow Statement					
Cash flows from operating activities	9,847	10,691	9,084	10,559	7,945
Investment in intangible assets	54	35	92	126	59
Investment in property, plant and equipment	1,448	1,494	2,908	2,822	3,115
Cash flows from financing activities	(7,781)	(9,378)	(6,575)	(6,816)	(5,302)
Total cash flows	574	(210)	(483)	808	(521)
Employees					
Average number (full-time)	15,050	16,480	16,836	13,974	12,582
Headcount end of year	17,385	17,534	19,061	17,294	14,762
Other financials (in %)					
Revenue growth in local currency	7	(7)	6	19	15
Financial ratios (in %)					
Gross margin	71.4	70.7	72.2	72.6	71.8
Operating margin	29.6	29.6	32.8	34.2	33.9
Net profit margin	22.2	22.3	24.9	25.6	24.6
Return on equity (ROE)	38.0	38.3	49.9	60.0	58.8
Return on invested capital (ROIC)	78.9	72.3	92.0	107.3	100.5
Equity ratio	69.1	69.3	66.9	63.7	59.9