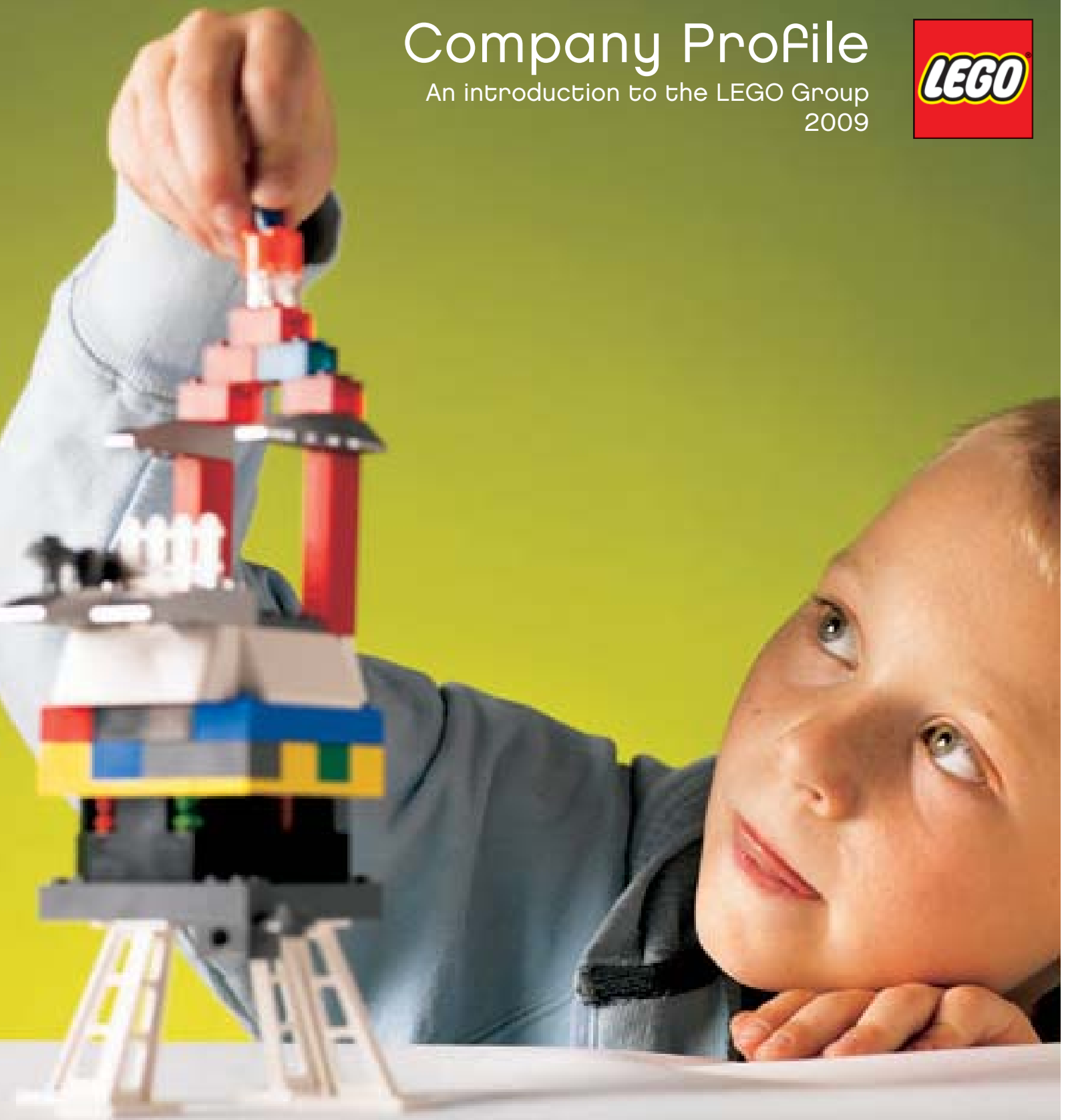


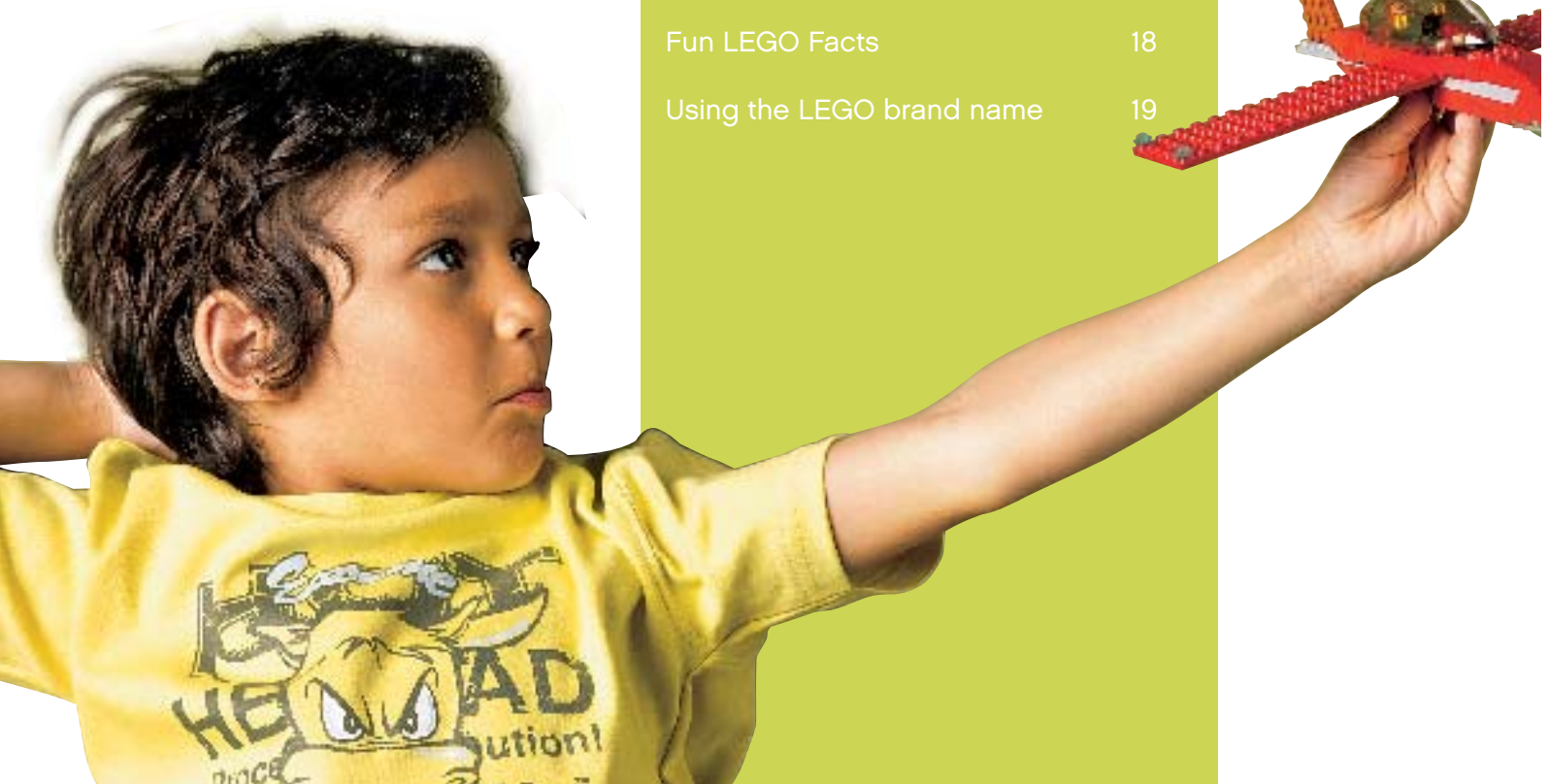
Company Profile

An introduction to the LEGO Group
2009



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It all began in 1932 ...

The founder, Ole Kirk Christiansen, hit upon the LEGO® name in 1934. He took the first two letters of the Danish words LEG GODT, meaning “play well”, and put them together – quite unaware that one meaning of the word in Latin is ... “I put together”. Today – many years later – LEGO is both the name and the idea behind the company. Play is a key element in children’s growth and development, and play

stimulates the imagination, the emergence of ideas, and creative expression. It is LEGO philosophy that “good play” enriches a child’s life – and its subsequent adulthood. With

this in mind, the LEGO Group has developed and marketed a wide range of products, all founded on the same basic philosophy of learning and developing – through play.

True to its motto – Only the best is good enough – the LEGO Group has emphasised the importance of high quality throughout its more than 75-year history, ensuring that consumers return to LEGO products again and again. At the same time the LEGO system means that many thousands of building elements can be easily combined in innumerable ways – and just as readily dismantled again. The more LEGO bricks you have, the more fertile your creativity can become, and there are hours of play in the LEGO brick that you don’t find elsewhere.

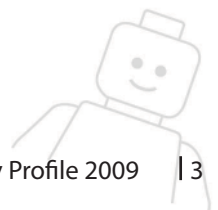
It is LEGO philosophy that “good play” enriches a child’s life – and its subsequent adulthood. With this in mind, the LEGO Group has developed and marketed a wide range of products, all founded on the same basic philosophy of learning and developing – through play.

Child’s play is an ever-changing world, and the company’s product development departments therefore work systematically with the evolution of familiar play themes and product lines based on research among children and parents into things like play habits, family patterns and housing conditions. Added to this is the fact that a combination of systematisation, logic and unlim-

ited creativity activates learning through play in a very special LEGO way which – in an age of increasing demands upon the child’s learning and ability to solve complex problems – caters uniquely for

tomorrow’s child. It is for this reason that the LEGO system is frequently cited by many leading organisations and individuals as a specially creative play material used in learning contexts by institutions and schools throughout the world.

The child of the future will have plenty of things to play with. Consumer electronics is a tough competitor to traditional toys. But the LEGO Group is in no doubt that the LEGO brick will continue in future to be relevant to children of all ages. A world of imagination and total absorption. Putting two LEGO bricks together is intuitive and delivers the spontaneous joy of creation which can be supplemented – but never replaced – by electronic experiences.



LEGO Group in key Figures

The LEGO Group ended 2008 with a highly satisfactory result. The result before tax - a surplus of DKK 1,852 million - exceeded all expectations for the year, and the LEGO Group's net sales rose by 18.7% from DKK 8,027 million in 2007 to DKK 9,526 million in 2008.

All the LEGO Group's markets saw significant sales increases in 2008 - despite the fact that, overall, the

global market for traditional toys saw a moderate decrease in 2008.

Also in 2008, the classic product lines like LEGO City, LEGO Creator, LEGO Technic and LEGO *Star Wars* accounted for most of the increased sales.

Moreover, the licensed product line LEGO Indiana Jones achieved considerably higher sales than expected at the beginning of the year.

Financial Highlights - LEGO Group

(million DKK)	2008	2007	2006	2005	2004
Income Statement:					
Revenue	9,526	8,027	7,798	7,027	6,295
Expenses	(7,522)	(6,556)	(6,393)	(6,605)	(6,394)
Operating profit/(loss) before special items	2,004	1,471	1,405	423	(99)
Impairment of non-current assets	(20)	24	270	86	(677)
Restructuring expenses	116	(46)	(350)	(129)	(136)
Financial income and expenses	(248)	(35)	(44)	(51)	(75)
Profit/(loss) before income tax	1,852	1,414	1,281	329	(987)
Profit/(loss), continuing activities	1,352	1,028	1,290	214	(1,284)
Profit/ (loss), discontinuing activities	-	-	-	-	(516)
Net profit/(loss) for the year	1,352	1,028	1,290	214	(1,800)
Employees:					
Average number of employees (full time)	5,388	4,199	4,908	5,302	5,603



Moving to the Future

The LEGO Group is now more than half-way through its seven-year strategy, initiated in 2004. The strategy is known as Shared Vision and aims to rebuild the company and revitalise the LEGO brand as a synonym for creative building fun and role play.

The LEGO Group's main objectives are:

- to lead the industry in creating value for our customers and sales channels
- to refocus on the value we offer our consumers
- to increase operational excellence

The strategy for the years up to 2010 underlines the continued importance of focusing on building a profitable and sustainable business platform for the Group's future development. In 2008 the LEGO Group also entered into a growth phase with the purpose of achieving an annual, organic growth rate of 3-7%.

The situation facing all toy manufacturers is that they are pressured from many quarters – by consumers, customers and competitors. The LEGO Group meets this challenge with a determination to bind consumers, fans and retailers even closer to the organisation. It continues to be the LEGO Group's primary purpose to supply good play – developing children and helping them to face the challenges of tomorrow. At the same time the Group will continue to improve its product range so that its latest products will always be ready to face the competition, for example, from a sea of electronic products.

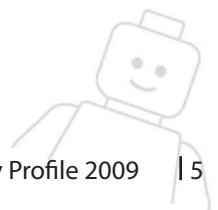
As far as consumers are concerned, the most visible changes have taken place in product development. New products and product lines have been centred on the classic product idea, the LEGO brick – and perpetual themes such as City, Castle, Pirates and Vikings have received a new lease of life.

At the same time, the LEGO brick is continuously revitalised in the virtual world. Not only in the form of online activities on www.LEGO.com, but also by means of electronic games for the popular game platforms.

Relocation and restructuring

Fashion and trends in the toy industry are changing faster than ever, and it becomes increasingly difficult to predict children's toys preferences. At the same time, the market for traditional toys is characterised by low-price products, which forces the toy makers to produce high-quality toys at low costs. As a consequence, many toy makers have decided, in recent years, to outsource labour-intensive parts of production to low-pay countries. The LEGO Group has also done so to some extent.

Today the LEGO Group has production facilities in Denmark, Eastern Europe and Mexico. The new production facilities in Mexico and Eastern Europe have been chosen for their proximity to the Group's main markets in Europe and the USA. The relocation process began in 2006 and will continue in the coming years. The most specialised and skills-related LEGO products will still be manufactured at the Group's Danish plant in Billund. This is being done in order to preserve important skills in moulding, processing and packing within the Group's own organisation. These facilities will also be supported by a production technologies R&D unit - a so-called concept centre - which is established in conjunction with the remaining production facility in Billund.

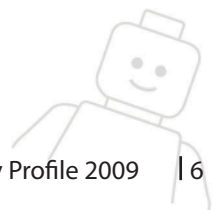


The LEGO Group

The LEGO Group has a global workforce of approx. 7,000 people.

Corporate Management comprises:

The Chief Executive Officer, the Chief Financial Officer and four Executive Vice Presidents, each with their own business area.



Idea and production

Concept and product development takes place primarily at the company's Billund headquarters – but the LEGO Group also has listening posts in Munich, Barcelona, Los Angeles and Tokyo in order to monitor the latest trends. The creative core is made up of 120 designers representing about 15 different nationalities. Most of the designers have trained at design or art schools in various parts of the world. The LEGO Group, however, does not formally stipulate that its designers must have such a training; selection is based on hands-on work and face-to-face interviews.

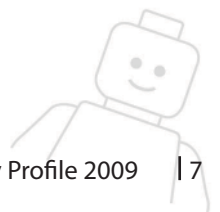
LEGO bricks are manufactured at the Group's own factories in Denmark, Eastern Europe and Mexico, and by external suppliers abroad. Approx. 19 billion LEGO elements are made every year in Billund – equivalent to approx. 2m elements an hour or 36,000 a minute.

There are about 2,350 different elements in the LEGO range – plus 52 different LEGO colours. Each element may be sold in a wide variety of different colours and decorations, bringing the total number of active combinations to more than 7,000.

How LEGO bricks are made

During the moulding process, the plastic is heated to 232° C until its consistency is about that of dough. It is then injected into the moulds at a pressure of 25-150 tons, depending on which element is being produced. It takes seven seconds to cool and eject new elements. The moulds used in production are accurate to within two-thousandth of a millimeter (0.002 mm), and the accuracy of the moulding process means that only 18 elements in every million produced fail to meet the company's high quality standard.

All LEGO elements are fully compatible, irrespective when they were made during the period from 1958 to the present or by which factory.



Toy of the Century

At the start of the new millennium the LEGO brick was acclaimed “Toy of the Century” – first by Fortune Magazine and later by the British Association of Toy Retailers. Carpenter Ole Kirk Christiansen began making wooden toys in 1932. Since then the company has passed from father to son. Today the founder’s grandson, Kjeld Kirk Kristiansen – with his children – owns the LEGO Group, which in terms of sales is the world’s sixth-largest toy manufacturer:

1. Mattel
2. Hasbro
3. Bandai
4. TOMY/Takara
5. MGA Entertainment
6. The LEGO Group

The LEGO Group has itself grown through the various ages of play by passing on know-how and vision to the next generation – at the same time incorporating new technology in its products along the way. The company’s history shows that the scope of product development has been immense but that the product remains firmly founded on the classic LEGO brick.

In 2008 the LEGO brick celebrated its 50th anniversary. On January 28, 1958 at 13:58 Godtfred Kirk Christiansen applied for a patent for a LEGO building system. This turned out to be a wise decision.

The patent application was the start of a fairy tale - about a unique product that now sells in more than 130 countries.



LEGO System of Play

The classic LEGO interlocking principle was developed more than 50 years ago. The many possible ways of combining LEGO components encouraged children to use their imagination and explore their own creative universe. In 1950 Godtfred Kirk Christiansen took over at the helm of the LEGO Group when his father, Ole Kirk Christiansen, stepped down. Five years later the LEGO Group introduced the revolutionary “LEGO System of Play” with the first “Play and Learn” concept, emphasising the importance of learning through play. Shortly afterwards the company passed yet another milestone. In 1958 it launched the LEGO brick with its new interlocking system.

1950s

Inventing the wheel

To Godtfred Kirk Christiansen this was just the start of the LEGO System. In 1962 he reinvented the wheel and began experimenting with motors – and in 1966 introduced the first LEGO train with its own rails and a 4.5v motor. Many more innovative ideas followed. The LEGO TECHNIC series, introduced in 1977, included parts such as gears, beams and gearboxes. The product range invited older children to build vehicles and other machines which were just as complex as their “real-life” counterparts.

Big bricks For little Fingers

Another revolutionary development happened in the late 1960s: Instead of being aimed broadly at the target group “children”, LEGO products were tailored to age groups and stages of development. Godtfred Kirk Christiansen recognised that younger children could get much more fun from the LEGO system than had previously been possible – but that they needed different tools. LEGO DUPLO was launched with the aim of extending LEGO fun to the youngest. LEGO DUPLO bricks are twice as long, high and wide as ordinary LEGO bricks – and therefore easier for the youngest hands to manipulate.

1960s

LEGOLAND on the map

In 1968 the LEGO Group set up LEGOLAND® Park in Billund. The park was to prove the most famous and vibrant symbol of creativity and imagination – viewed from the child’s perspective. LEGOLAND offers adventures for children and fun and enjoyment for the whole family.

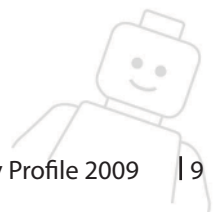
LEGO Figure is born

In 1974 the first LEGO figures arrived in the LEGO universe. The figures represented a whole new LEGO concept, with role play and personality becoming part of LEGO play.

1970s

System within a system

In 1978 Godtfred’s son, Kjeld Kirk Kristiansen, introduced a business model which created a “system within the system” and gave the LEGO Group an objective in its product development: to an increasing degree, the different product ranges were to take account of the child’s needs and abilities at each stage in its life – continuously aiming for optimum stimulation of the child’s creativity and imagination. A year later – in 1979 – Kjeld Kirk Kristiansen was named president and CEO of the LEGO Group. A company and its traditions were placed in the hands of the third generation.



1980s

Expanding the universe

Kjeld Kirk Kristiansen added a new dimension to the LEGO system of play. LEGO figures were already established as popular characters, and the focus therefore switched to stories, themes and role play. On the continued principle of unlimited play, children were introduced to brand-new LEGO worlds on which they could build and expand their imagination. In 1979 the LEGO Group reached beyond the skies when it launched the LEGO Space series. Neil Armstrong may have been the first man on the Moon – but there was no doubt it was a LEGO figure that first visited an alien galaxy.

Partnership with science

In 1984, before digital development really took off, the LEGO Group entered a partnership with Media Laboratory at the Massachusetts Institute of Technology, USA. Research in technology and learning processes enabled the LEGO Group to spearhead development. By blending physical and virtual worlds into an integrated play universe, the company came up with new products. LEGO TECHNIC Computer Control was launched in 1986 as one of the partnership's first tangible results. LEGO products for the educational sector benefited substantially from this invention, which later paved the way for the first computer-controlled LEGO robots.

Many products in the 1990s

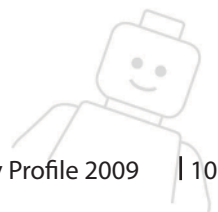
In the 1990s the LEGO Group launched a steady flow of new products. In 1994 LEGO BELVILLE™, a product for young girls, appeared with its nuclear family, horses and scenes from everyday life. LEGO BELVILLE also moved later into the classic world of the fairy tale with princesses, fairies and butterflies.

During the 1990s the company opened two new LEGOLAND Parks outside Denmark: one in Windsor, Britain, in 1996, the other in California, USA, in 1999. The fourth park appeared on the map at Günzburg, Germany, in 2002.

1990s

Robot technology for children

The 1990s were also the decade in which intelligence and behaviour became integral features of the LEGO product range. In 1998 the partnership with Massachusetts Institute of Technology produced amazing results. By integrating robot technology with the LEGO construction system, LEGO MINDSTORMS enabled children to create and programme intelligent LEGO models. FIRST LEGO League is a result of this work: a worldwide technology tournament in which schoolchildren compete with each other. Tournaments are held in collaboration with the US non-profit organisation "FIRST" (For Inspiration and Recognition of Science and Technology). Children design their own robots, and at the same time they are required to participate in a series of scientific and mathematical/technical projects.



A new, updated version of the MINDSTORMS robot was launched in 2006. The new LEGO MINDSTORMS NXT enables consumers in just half an hour to build and programme a robot. The 2006 version of the robot is much more sophisticated than its eight years' older brother and can see, hear, speak, feel and move!

Storytelling

In 1998 the LEGO Group announced an exclusive licensing agreement with Lucasfilm Ltd. It gave the Group the right to develop, manufacture and market a new series of LEGO sets based on themes from the original *Star Wars* trilogy and the three new *Star Wars* movies.

The BIONICLE® universe made its appearance in 2001. It was the first time the LEGO Group had developed a complete story from scratch as the basis for a new product range. Through a combination of physical products and a detailed online universe, children are invited to tell how they see the story and the action developing. With the BIONICLE range the LEGO Group brought a brand-new category to the toy market: Construction, which is a combination of “construction toys” and “action figures”.

2000→





LEGO products for all children

The range embraces products for all children. The entire product portfolio is graduated in its challenge to reflect the fact that children grow older and develop. LEGO products can be grouped into a number of categories:

Pre-school products

Pre-school products are the category for children who haven't yet started school. The products are specially developed to cater for the capabilities of the youngest children – encouraging them through creative play to use their hands and develop their motor skills. Today LEGO DUPLO comprises both loose bricks – encouraging the child to build entirely what comes into its mind – and play themes – for example, airport, train and castle. The series is graded in difficulty for children aged 2-6 years. Safety and quality are key features of the Pre-school range. The elements are large enough for children under three years to play with without swallowing them – and thanks to the way they have been moulded no bits can become loose.

Creative Building

Creative Building is the name given to sets or buckets with traditional LEGO bricks and special parts such as windows, wheels and roof tiles. No building instructions needed here – just a bit of imagination. With Creative Building you can build what you want. Run out of ideas? There are booklets enclosed – with illustrations to feed the active mind. Creative Building is available in DUPLO and standard LEGO bricks.

Play themes

Play themes are all those products that are built up around a story. For example, there

are themes such as fire station, police, airport, knights' castle, racers – and many more. Another example is the BIONICLE universe, which has its own very special story. As well as enjoying building, the child can spend many hours playing with the finished models.

Licensed products

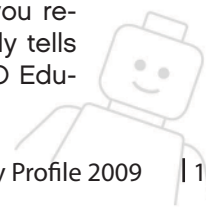
Licensed products are play themes based, for example, on movies or books for which the LEGO Group has acquired the rights. LEGO designers recreate the universe and characters in LEGO bricks so that play can continue on the floor at home. Examples of series produced by the LEGO Group under licence are the LEGO *Star Wars* and LEGO *Indiana Jones* product lines.

MINDSTORMS NXT

With LEGO MINDSTORMS NXT you can design your own robot. By means of the software included in the set, robots can be programmed to perform loads of different operations. The robot can be fitted, for example, with sensors which can control motors and react to light, sound, touch, etc.

LEGO Education

LEGO Education products have been developed specially for the educational sector and contain material for both teachers and pupils. Pupils get the opportunity to do their own research, for example, into how cause and effect are related. When you learn by doing, you remember it better than if someone simply tells you. This is the philosophy behind LEGO Education's teaching concepts.



The minifigure

The first LEGO minifigure appeared on the market more than 30 years ago. Since then the little yellow figure has gone from strength to strength. Over the years approx. 4 billion minifigures have been produced – making it the world's biggest population group! The minifigure has

appeared in many guises, including knight, astronaut, policeman, racing driver, *Star Wars* warrior, Harry Potter, Santa Claus, Steven Spielberg, crane operator, footballer, explorer, nurse, basketball player, Spider-Man, scuba diver, skier, firefighter, skeleton, pirate, skater, American Indian and queen.

When the minifigure first appeared, it was decided that its face should have only one colour: yellow. And that its facial features should be happy and neu-

tral. The figure would have no sex, race or role – these would be determined by the child's imagination and play.

It was not until the launch of LEGO Pirates in the 1980s that the need seemed to arise for having a figure who could be evil or good, happy or grumpy.

Over the years approx. 4 billion minifigures have been produced – making it the world's biggest population group!

With licensed products such as LEGO *Star Wars*™ and LEGO Harry Potter the figure began appearing in specific roles, and with LEGO Basketball it took on authentic skin colours. In 2004 the LEGO minifigure assumed an even wider range of skin colours when it was decided that the figures in licensed products should resemble the original characters as closely as possible. One result was that the figures in LEGO Harry Potter changed from yellow to a more authentic skin colour.

Minor and major steps in the history of the minifigure

1978: The first minifigures are launched for the themes Town, Space and Castle. There are seven different figures to start with.

1978: Two months after the appearance of the first minifigures the first female minifigure arrives on the scene: a hospital nurse.

1989: Minifigures change their facial expressions. Now they can be either good or bad – and can even have a patch over one eye! Some of the figures are equipped with a wooden leg and hook. The Pirates are the first LEGO product range to top DKK 1bn (EUR 134m) in sales.

1997: The minifigure comes to life. In the computer game "Panic on LEGO Island" the minifigure makes its first-ever appearance as an animated character. The launch of this new game is preceded by extensive experiment in developing the figure's movements and language.

1998: With the new *Star Wars* characters the minifigure makes its first appearance in a specific role. This personification of the minifigure is later extended to LEGO Harry Potter, LEGO Studios, LEGO Basketball and other series.

2000: In LEGO Football the minifigure is mounted on a spring – becoming a functional element. There is further development with LEGO Basketball – when the spring is used to activate the figure's hip movement.

2003: For the first time in the history of the minifigure its yellow facial colouring is replaced by a more authentic skin colour. In LEGO Basketball there are both dark and light players, with hair-styling printed on the character's head.

2004: LEGO licensed products no longer have yellow faces – Harry Potter, for example, assumes a more natural skin tone.

LEGOLAND Parks

LEGOLAND Parks are family parks in which children enter an exciting world of adventure built of LEGO bricks. The LEGO Group sold its LEGOLAND Parks in summer 2005. The purchaser was Merlin Entertainments, a member of the Blackstone Group. A new company was set up under the deal – Merlin Entertainments Group. Today the company owns a number of family attractions all over the world, including LEGOLAND Parks, Madame Tussauds®, SEA LIFE®, London Eye®, Gardaland® (Italy) and Heide Park® (Germany). KIRKBI A/S (owning 75% of the LEGO Group) owns approx. 22% of Merlin Entertainments Group.

LEGOLAND Billund

LEGOLAND Billund opened in 1968 and quickly became Denmark's most popular tourist attraction outside the capital, Copenhagen. LEGOLAND Billund has seven theme areas – and 50,000,000 LEGO bricks have been used to create the unique environment with knights, pirates, cowboys and other impressive LEGO models.

LEGOLAND Windsor

A second park was opened in 1996 – in Windsor in the south of England. Nearly 55 million LEGO bricks were used in the building of the park. LEGOLAND Windsor is located approx. 35 km west of London, with Windsor Castle as its nearest neighbour. The following year the park was hailed as the most popular new attraction in Britain.

LEGOLAND California

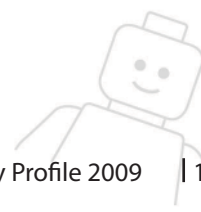
The third LEGOLAND Park opened in 1999 in Carlsbad, USA, 30 miles north of San Diego and an hour's drive south of Anaheim, California. Like the other LEGOLAND Parks, LEGOLAND California combines interactive attractions, family activities, shows, restaurants, shops and LEGO models. More than 35 million LEGO bricks were used in the construction of the park's 15,000 LEGO models. The park is open all year round.

LEGOLAND Deutschland

The fourth LEGOLAND Park opened in 2002 in Günzburg in southern Germany. A total of 50 million LEGO bricks were used to build life-size giraffes and hippopotami and to create interactive games and learning. Attractions and shows also help to give the visitor a fun and exciting experience. This year – to celebrate its 5th birthday – LEGOLAND Deutschland introduces a brand-new theme entitled "PIRATE LAND". The park has more than 40 attractions plus a staff of 130 permanent and 800 seasonal employees.

LEGOLAND Discovery Centre Berlin

In April 2007 Merlin Entertainments opened the world's first LEGOLAND Discovery Centre – within the existing Sony Centre in the middle of Berlin. The 3,500-m² centre is based on all the popular LEGO products and invites families to explore an interactive world of exciting and educational fun. Expected number of visitors a year: More than 300,000. In 2008 two more LEGOLAND Discovery Centres opened in Chicago, USA and Duisburg, Germany.



LEGO Community

It is important to the LEGO Group to have close contact with its fans and consumers throughout the world. And to this end, the Group engages in many initiatives to strengthen ties between LEGO enthusiasts and the Group.

LEGO.com

LEGO.com is the official website of the LEGO Group. The aim of LEGO.com is to create a virtual LEGO universe in which users can enjoy one of the most intense LEGO experiences. LEGO.com is more than just an online shop. It is a place where children, parents and LEGO fans of all ages can play and learn about LEGO Group values and ideas through games, stories, activities and experiences. More and more people are clicking their way to LEGO.com, and the website now tops the list of family and children's sites on the Internet.

In 2008, LEGO.com had an average of 18 million aggregated daily unique visitors per month. The visitors spent an average of about 14 minutes at LEGO.com.

On top of the list were BIONICLE pages - attracting an average of 2 million aggregated daily unique visitors per month.

LEGO Club

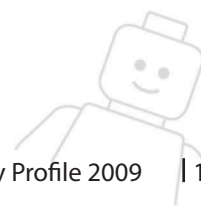
The LEGO Club is for children in the 6-12 age group and has a membership of 2.7 million. Through the

LEGO Club, members can show each other pictures of their favourite building work and draw inspiration for future play. Every 2-3 months members receive a members-only magazine, published in English, German, French and Dutch. They also have access to a special LEGO Club website.

In 2004 a new club offer was launched in the USA: LEGO BrickMaster, aimed at children aged seven years and upwards. The new offer is an option for the most enthusiastic members, who can access an even broader range of LEGO activities. For the first time, children can have a selection of LEGO products supplied regularly to their home address. In addition, they receive special information and behind-the-scenes LEGO stories plus the opportunity to take part in special competitions.

www.LEGOFactory.com

The LEGO Group now gives children the opportunity to build their own virtual models on the computer – and then have the bricks to the physical LEGO model sent by post. At www.LEGOFactory.com children and other building enthusiasts can build virtual LEGO models using the professional software application, LEGO Digital Designer. Consumers can design and build precisely the model they think is lacking from the official LEGO range. Each builder



then decides whether he or she wants to buy the model or simply exhibit it in the digital gallery for other visitors to admire.

The aim of the website is to introduce a whole new dimension to the fun of building. If children are looking for advice or ideas, they can see inspirational material at the site posted by LEGO designers and adult LEGO fans.

LEGO Inside Tour

Twice a year it is possible to join a very exclusive visit to the LEGO Group and be shown round the company. Enthusiasts from all over the world take part in these Inside Tours. During the tour, visitors have close-quarter encounters with product developers, designers and modelmakers, who introduce the fans to a themed building competition with LEGO bricks. These special visitors also learn about the company's history, culture and values – and get to see behind the scenes at LEGOLAND Billund. It is a special opportunity to see parts of the company which are otherwise closed to the public.

Adult LEGO Fans

A growing number of adult LEGO enthusiasts have been setting up groups (LEGO User Groups - LUGs) in which to share their LEGO hobby. They call themselves "AFOLs" ("Adult Fans of LEGO"). Over a period of years, the LEGO Group has actively developed relations with more than 50 "AFOL" groups with a total of 40,000 registered members. The groups have their own websites, blogs and discussion foras. The most popular LEGO fan blogs have more than 100,000 unique

visitors each month. LEGO fans are also very active at YouTube where more than 130,000 LEGO tagged videos are to be found.

In 2008 more than 100 public events were organised by LEGO fans, and more than 1 million people (typically families with children) visited these events. During 2008, LEGO business units and LEGO User Groups collaborated on 50 projects - from events to development issues.

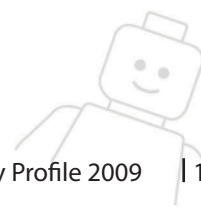
Programmes

In 2005 the LEGO Group announced its "LEGO Ambassador" programme for AFOLs worldwide. The purpose of this programme is to expand mutually useful relations between the LEGO Group and its loyal, talented and committed consumers.

Each LEGO Ambassador Program cycle is one year. LEGO Ambassadors are selected by the LEGO Group based on nominations from LEGO User Groups. The current LEGO Ambassador Program cycle has 40 members from 22 different countries all over the world (<http://www.lego.com/eng/info/default.asp?page=ambassadors>).

Some LEGO fans have turned their passion for building and creating with LEGO bricks into a full-time or part-time profession: LEGO Certified Professionals who have been officially recognized by the LEGO Group as trusted business partners. Today there are 9 LEGO Certified Professionals. The programme was extended by 3 persons during 2008 (see <http://www.lego.com/eng/info/default.asp?page=affiliates>).

At an early stage of the LEGO Universe project, back in 2006, it was decided - subject to a confidentiality declaration - to include a group of adult LEGO fans in the development project. At present, the LEGO Universe Partners programme (LUP) has approx. 50 active participants.





Learning through play

Research into the fields of play and learning has always been an important LEGO Group activity – combined with creativity, it is referred to as “playful learning”. To advance this research, the Group works closely with several research institutes throughout the world. The development of MINDSTORMS NXT, which was launched in autumn 2006, is an excellent example of how collaboration with the Massachusetts Institute of Technology has resulted in a new, innovative product.

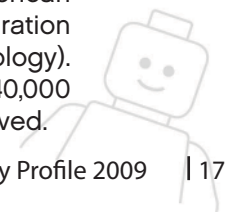
LEGO Education

In LEGO Education playful learning is the focus of its products. But although the products of LEGO Education are based on the LEGO brick, the product range should not be mistaken for toys for schools. They are in fact a wide range of options for teachers and pupils, providing a solid grounding in the learning of science concepts through practical exercises. In this way, the products are mainly used in subjects in which pupils learn, for example, about technical principles, the environment or IT technology. All the concepts behind the products of LEGO Education have been de-

veloped in close collaboration with educationists and teachers, and LEGO Education is involved in many projects throughout the world – often in conjunction with local education authorities.

FIRST LEGO League

FIRST LEGO League is a robotic tournament for children and youngsters aged 9-16 years. The partnership inspires children and youngsters and encourages their interest in scientific and mathematical/technical subjects. Teams are made up of 5-10 players. After a project period of 8 weeks, the teams meet to compete in local tournaments, to find out which team has prepared the best theoretical solution to the year's challenge, whose LEGO MINDSTORMS® robot can complete a number of missions on an obstacle course within 2 1/2 minutes, who has proved to be most co-operative etc. The FLL programme has been established in collaboration with the American non-profit organisation “FIRST” (For Inspiration and Recognition of Science and Technology). In the 2008/2009 season more than 140,000 children in 49 countries have been involved.

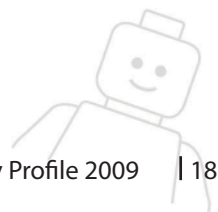


Fun LEGO Facts

- More than 400 million children and adults will play with LEGO bricks this year
- LEGO products are on sale in more than 130 countries
- If you built a column of about 40,000,000,000 LEGO bricks, it would reach the moon
- Approx. seven LEGO sets are sold each second
- Approx. 19 billion LEGO elements are made every year in Billund – equivalent to approx. 2m elements an hour or 36,000 a minute.
- If all LEGO sets sold in a year were stacked on top of each other, they would fill a football field to a height of 77.8 m
- Laid end to end, the number of LEGO bricks sold in a year would reach more than five times round the world
- On average there are 62 LEGO bricks for every person on earth
- Since BIONICLE figures first appeared in 2001, more than 150 million BIONICLE “beings” have been born. That’s more than the population of France and Britain put together
- The eight robots and 15 automatic cranes that work in the LEGO warehouse in Billund can shift 660 crates of bricks in and out every hour
- The world’s children spend 5 billion hours a year playing with LEGO bricks
- With a production of about 306 million tyres a year, the LEGO Group is the world’s largest tyre manufacturer
- In the manufacture of LEGO bricks the machine tolerance is as small as 0.002 mm
- The LEGO Club has 2.7 million members worldwide
- Approx. 440 billion LEGO elements have been manufactured since 1949

915 million ways to combine six LEGO bricks

When people used to visit the LEGO Group, one of the things they were told was that there are 102,981,500 possible ways to combine six eight-stud LEGO bricks of the same colour. But one day the Group was contacted by a professor of mathematics who had calculated that this figure was too low. With the aid of computer programming he had calculated that the exact figure was 915,103,765. The discrepancy is explained by the fact that in the original method of calculation, the only possibilities counted were the ones that eventually produce a column six bricks high. But, of course, it is also possible to build the six bricks – for example – in a chunk three bricks high. The difficulty in the early 1970s was that a computer was not available to perform that calculation. The correct figure has since been calculated at 915 million possibilities



Using the LEGO brand name

Please help us to protect our brand name:

- The LEGO brand name should always be written in capital letters
- LEGO must never be used as a generic term or in the plural or as a possessive pronoun, e.g. "LEGO's".
- When the LEGO brand name is used as part of a noun, it must never appear on its own. It should always be accompanied by a noun. For example, LEGO set, LEGO products, LEGO Group, LEGO play materials, LEGO bricks, LEGO universe, etc.
- The first time the LEGO brand name appears it must be accompanied by the Registered symbol ®.

Thank you for helping us!

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