

BUILDING TOGETHER



STRATEGIC RESPONSE



YOUR MISSION:

**INSPIRE AND DEVELOP
THE BUILDERS OF
TOMORROW**



FOR OUR PARTNERSHIP:

TOMORROW, STARTS TODAY



OMG BUILD

WE ARE BUILD, NOT BUILT.

Our imagination is always at work – always building; always learning.

We are a team of builders who collaborate, co-create and connect to help LEGO® inspire and develop the builders of tomorrow.

When we come together the power of our creativity is magnified – and everything just clicks.

AGENCY-AS-A-PLATFORM:

PLAYING TOGETHER WITH PRINCIPLE



1

SHARED CULTURE

This is more than a partnership, we live your values in every brick of our model – children are our role models, we Play Well, we aim to succeed and grow together, and have a positive impact on the world by doing so.

2

PURPOSEFUL INNOVATION

We embrace change through an always learning, unlearning, re-learning mindset; creativity comes from anywhere and everywhere – but the next brick is always chosen with purpose and precision.

3

INTERPLAYABLE SYSTEMS

We bring together specialization and integration in a flexible model that supercharges creativity, collaboration, and co-creation through a unique combination of platforms, people, and process – whether that be with OLA, ourselves or the children we hold up as role models.

4

PROGRESSIVE BY DESIGN

Sustainability and DEI is in every brick that makes up OMG Build, we are committed to make Play as equal as you are, we are ethical with data and consumer privacy, and we craft programs of learning to ensure every Builder in OMG Build Plays Well from day one.

WHAT WE'RE CHOOSING TO SHOW YOU IN THIS DOCUMENT...

WE WANT TO:

Ensure you believe **we are true collaborators**, and our work is open to continuous building. We are partners that are structured in a way that connects our two businesses seamlessly.

Start to bring to life the **richness of our audience and category insights**, providing profound analyses in a child-safe way through PLAYBOX. Building excitement about the further exploration of our unearthed insights during our meeting April.

Ensure you understand we're treating **kids' safety** with the utmost importance in our response, brought to life with KIDLOCK. Kids are our role models throughout.

Clearly represent your **OESP approach** as critical to our response, and how our assessment analyses have already demonstrated where incremental value could be found through OESP optimization.

Begin to illustrate that being in the 'Business of Bricks' and the 'Business of G.A.M.E.' isn't enough. The **Business of Play** is the future for LEGO, but it is rich with tension. It's a place where children are seen as consumers, not role models. LEGO needs to fill that void and focus on the betterment of experiences for children.

Begin to tease out our **local and global ideas**, ensuring there's a strong understanding that the ideas are outputs of the robust insights and analytics work undertaken in advance.

Demonstrate that our access to **Omni** allows us to unearth insights that go well beyond the brief – allowing us to strategize and activate in a much more nuanced way than sticking to the brief would allow. We are respectful challengers.

Get you **excited to learn more** from us, without giving ALL the answers away too early!



...AND WHAT WE'RE CHOOSING NOT TO SHOW

OUR POSITIONING

Our positioning **underpins our whole response** and inspires a new mindset for LEGO's growth. It's important to allow this room to breathe and grow within our story as it's delivered to you in the room – setting the tone for the rest of our meeting.



OUR IDEAS

The process payoff delivered through **our local and global ideas is too valuable** to offer up in a written response without the theatre to sell them in effectively – with all the pomp and ceremony they deserve. We're looking forward to bringing these to life for you in April.



PITCH THEATER

We have some **fantastic pitch theater** planned and will be kept hidden. Perhaps you'll get to meet some of our own role models (and harshest critics!) on the day.



**WE DON'T WANT TO RUIN ANY SURPRISES;
WE'RE LOOKING FORWARD TO TAKING YOU THROUGH
OUR COMPLETE BUILD ON APRIL 11TH!**

BUILDING TOGETHER: STRATEGIC BRIEF

The strategic brief not only gives us an opportunity to show you OMG Build – its platforms, people and process in action. But has enabled us to really dive deep into both the Business of and Culture of Play.

As a brand with unparalleled levels of love, trust, and heritage, we believe you are uniquely positioned to drive a new type of leadership in the business and future of Play – and then to use this to address a series of new and emerging needs which are being undeserved by a growing competitive set - who see children as consumers not role models.

In this written submission will you see the building instructions for the Gaming brief, but we will use our time to together on April 11th to show how we can build and play together across 4 areas:

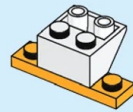


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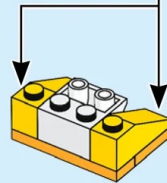


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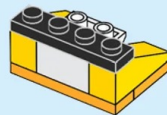


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3



4



LEADERSHIP IN THE FUTURE OF PLAY:

A strategic media platform which sets up LEGO for the next generation of leadership in Play and which flexes across a unique set of markets and their differing contexts of Play.

MEET THE PLAYERS:

A deep and data centric view of the cultures, categories, and communities in Play unlocks precision insights which can feed both media planning and creative – powered by our end-to-end marketing platform, Omni.

UNLOCK THE POWER OF OESP:

Across the full LEGO ecosystem by better defining the interplay between touchpoints and setting a clear role for media and investment decisioning approach.

PLAYFUL IDEAS:

Which are born from tight collaboration and are therefore globally consistent and locally relevant, and live in media channels which connect with audiences who are becoming increasingly hard to reach.

BUT BEFORE WE DIVE IN...

**WE WANT TO
SHOW A COUPLE
OF WAYS THAT
WE ARE LIVING
'CHILDREN ARE
OUR ROLE
MODELS' IN
HOW WE WORK**



LIVING AND BREATHING THE MANTRA THAT

KIDS ARE OUR ROLE MODELS

BY PUTTING THEIR SAFETY FIRST



KIDLOCK

Omnicom's child protection tool house, providing safety consultancy, compliance guidelines, training & coaching, and other important tools all housed within Omni – accessible to every market, 365 days a year.



PLAYBOX

Omnicom's approach to the research and insight development of kids in a global landscape of data collection complexity – providing in-depth analyses of our role models through child-safe methods.



KIDLOCK

KIDLOCK is OMG's child protection tool house, created bespoke for LEGO, built from years of experience working with the world's largest marketers and supporting their highest safety mandates when marketing to children.

Kids are our role models, but research shows they're also at the highest risk of online threats, negatively impacting their mental and physical health, and their future development.

It's incumbent on us to be role models for our role models. We can only do that by holding ourselves up to a standard beyond the minimum requirement.

KIDLOCK provides safety consultancy, compliance guidelines, training & coaching, and a number of other tools all housed within Omni – accessible to every market, 365 days a year. You will see **KIDLOCK** referenced throughout our responses.



PRINCIPLES OF KIDLOCK:

We are experts in local regulation

We consult with child safety experts to elevate beyond regulatory requirements

We flag risk to LEGO immediately

We only invest in ethical gaming practices (e.g. no gambling-style DLC mechanics)

We leverage OMG's position in the marketplace to make play better for kids





THE TOOLS IN OUR KIDLOCK TOOL HOUSE

GLOBAL COMPLIANCE PLAYBOOK

Comprehensive global playbook providing local & regional guidance on child-targeted media activations.



IP PARTNER CONSULTANCY

Omnicom audit-based consultancy that determines the suitability of IP partners against kid safety requirements and brand performance metrics.

BRAND DECISION FRAMEWORK

Limit 'negative reach' and context-driven damage to The LEGO Group, overtime improving brand-safe inventory available.

KIDWARE CERTIFICATION

Mandated training program providing knowledge for all teams on how to navigate COPPA, GDPR-K, and more.



KIDLOCK

OMG CASA

Welcoming The LEGO Group as an active partner into OMG CASA (OMG's Council for Accountability & Standards in Advertising), leading the charge in brand safety and sustainable media practices.

KIDS' DATA USAGE & MEASUREMENT FRAMEWORK

Guidelines on data restrictions when targeting children, along with a measurement framework not linked to exposure.

ETHICAL GAMING INVESTMENT

Global mandate to avoid incentive tactics potentially harmful to children (e.g. gambling-style, paid-for loot boxes to advance progress in-game).

TALENT INVESTMENT

Carving out a portion of our PRF to invest in our talent, including individual coaching, team events, and community outreach.



PLAYBOX

The new ecosystem of play is evolving faster than ever before. In this increasingly complex world, **PLAYBOX** has been developed to maintain a profound understanding of consumer perspectives in a child-safe way.



PLAYBOX IS A MIXED METHOD PROGRAM OF RESEARCH TO UNDERSTAND CHILDREN AND PLAY

1

QUALITATIVE

Qualitative research is crucial for understanding children's perspectives due to its interpretive and constructivist paradigms, which prioritizes understanding over prediction.

2

QUANTITATIVE

Participatory research methods are essential for engaging young children in research. We balance effective survey design with collaborative methods to capture children's perspectives with parental consent.

3

ACADEMIC RESEARCH

Academic research is essential for understanding the multifaceted aspects of child development, including academic achievement, cognitive abilities, and the impact of early childhood experiences on play.

4

DIGITAL RESEARCH

Understanding children through digital research requires a multifaceted approach, incorporating insights from panels and consensual behaviour analysis to offer practical advice for understanding children's online activities.



USING PLAYBOX TO

MAINTAIN A PROFOUND UNDERSTANDING OF CONSUMER PERSPECTIVES IN A CHILD-SAFE WAY

The new ecosystem of play is evolving faster than ever before. In this increasingly complex world, PLAYBOX has been developed to maintain a profound understanding of consumer perspectives in a child-safe way.

We have created the PLAYBOX audience playbook for LEGO to showcase children's transition from physical to digital play and highlight the complex interplay of benefits and concerns.

We have looked at this for your core audiences and geographies and showcased the territory nuances.

Our findings demonstrate that video gaming has been associated with better cognitive performance in children and provides new opportunities for learning and social interaction. However, it also raises issues related to physical activity, mental health, and developmental impacts.

We understand that digital play allows children to engage and immerse themselves, allowing them to make sense of their worlds. It also fosters knowledge of social and cultural practices and values, indicating the complex role of digital gaming in children's play patterns.



01

LEADERSHIP IN THE
FUTURE OF PLAY

A new platform for brand leadership



PLAY IS PROGRESS

This brief is so much bigger than gaming, it's about building the future of play – one brick at a time.

It comes at a time when Play could not be more important to us all. The true values of play are moving individuals, communities, and societies forward.

- For individuals...in a world obsessed with productivity, **Play is a radical escape**
- For collectives...in a world of growing loneliness, **Play is a chance to belong**
- For societies...in a world which is still in recovery, **Play is a means of healing**

Play moves us forward by helping the world break free of its constraints.

Simply put, **Play is Progress.**

59%

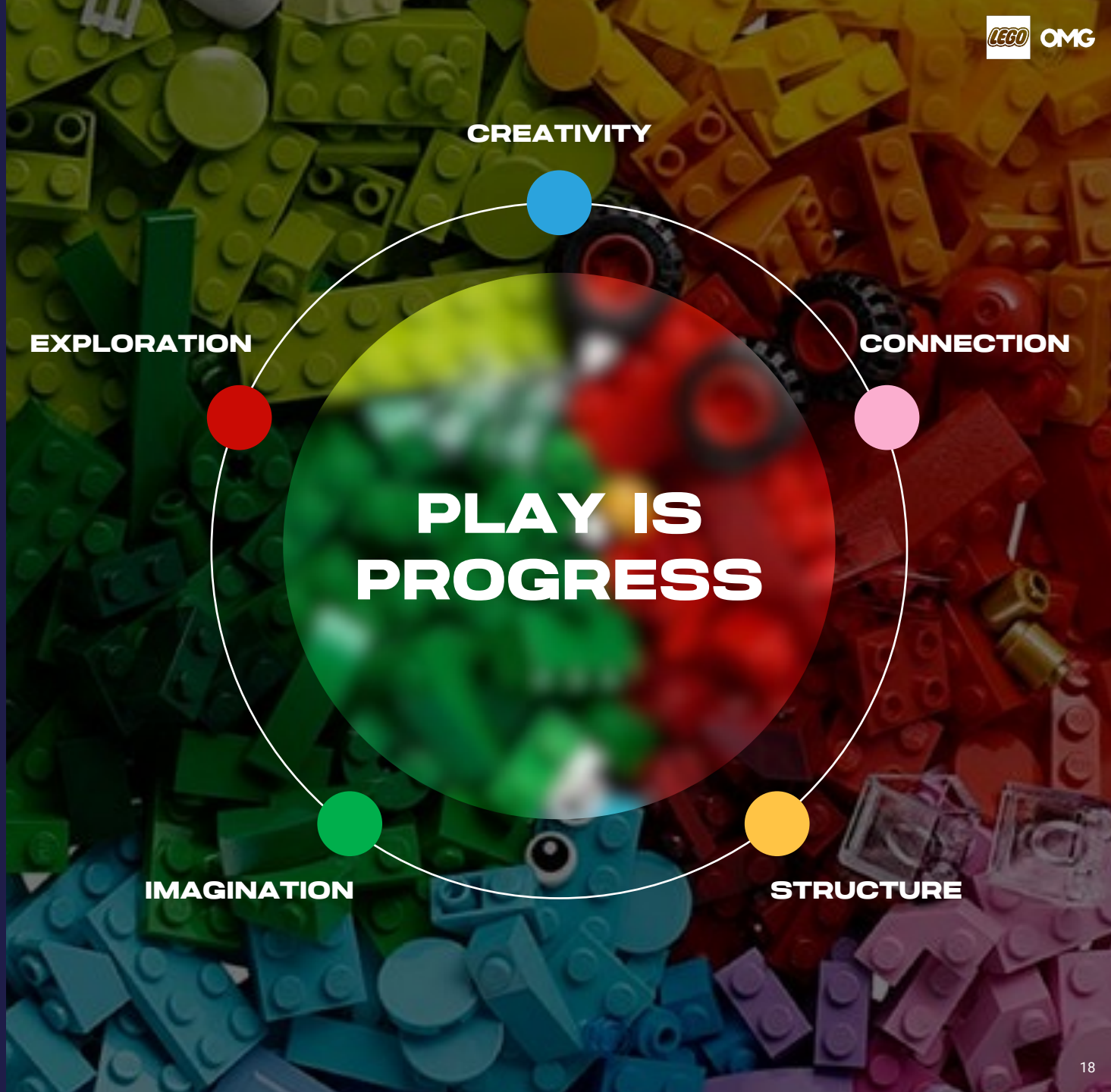
“Play is important.”

47%

“Play makes the world a better place.”

55%

“Play is necessary.”



FOR LEGO, THERE HAS NEVER BEEN A BETTER TIME TO BE IN THE BUSINESS OF PLAY

Now, thanks to digital culture, Play is propagating cultural change at an incredible rate.

The diverse world of gaming is in the process of reimagining play as an activity that is more immersive, interactive, and blended.

It has the unique ability to create mass appeal with a niche feel. It combines both intimacy and scalability.

Children use play to construct their relationship with the world around them – gaming is changing how they do this.

70%

“Play allows me to meet people I wouldn't have otherwise.”

71%

“Play provides me with a sense of community.”

(In some markets, Gaming culture has become culture – who would have thought we'd see the day when Beyonce popped up on twitch!)



BUT, GAMING IS A SPACE RICH WITH CULTURAL TENSION

When we look at your audiences, it is clear that they are trying to navigate this changing world of play.



KIDS 6-12

The Tension: Inclusive Vs Exclusive

For Kids: Play is universal, but access to the most up to date forms of digital play are not. The playground is full of 'the haves' and 'the have nots' – those who have latest Fortnite skin or console, and those who do not.



PARENTS

The Tension: Developmental Vs Destructive

For parents (& shoppers): They are trying to navigate a web of issues and benefits – and it's confusing, often alien. Whether that be worries about screen time fatigue or cyberbullying; this is running counter to the acceptance that the world of socializing for Kids is becoming increasingly virtual – they just want someone to help guide them through this new world of Play.

Despite these deep tensions, there appears to be no one on the side of children. The gaming industry was not designed around children as role models.

THE GAMING INDUSTRY IS OPTIMIZED TO REVENUE FROM PLAY NOT LEARNING THROUGH PLAY.²

The needs of both parents and kids are being underserved.





**THIS GIVES LEGO AN
OUTSIZED ROLE IN
AN ARENA THAT
SEES CHILDREN AS
CONSUMERS NOT AS
ROLE MODELS.**

We are currently at a pivotal moment in the history of Play.

Gaming is promising to take Play forward, but perhaps the reality is that it is eroding its true values.

Moments like this need leaders. LEGO has an unparalleled level of brand love, trust, and heritage. Our opportunity is to use these strengths to turn this moment into a movement of change.

One that leads us with a better vision of the Future of Play that goes way beyond your category...

(We had a moment like this with Social which promised to connect us all but has left us more disconnected than before.)

WE KNOW THAT LEADERSHIP BEYOND THE CATEGORY IGNITES GROWTH WITHIN THE CATEGORY

For LEGO, this is about leadership in the new age of Play. Research from Omnicom brand consultancy group Interbrand tells us the fastest growing brands embrace the 'full stack' of brand building, from Brand Identity to above category Leadership.

43.8%

Above category average growth (for brands that embrace the full stack)



AGE OF LEADERSHIP



AGE OF YOU



AGE OF EXPERIENCE



AGE OF VALUE



AGE OF IDENTITY

SO, HOW TO TAKE A LEADERSHIP POSITION ACROSS OESP?

3 OPPORTUNITIES

1

LEGO LEADING A NEW NARRATIVE FOR THE FUTURE OF PLAY

Lead the conversation around the future of play. Our focus is to bring LEGO to the forefront of conversation in a positive, proactive and playful way. Built around principles of co-creation and blurring the lines between physical and digital play.

BRAND OUTCOMES

Brand Love, Trust, Preference

2

LEGO AS AN INSPIRATIONAL PLAYGROUND FOR GAMING

Our competitors in the category of play are broad. Here LEGO will surprise and delight our consumers cutting through the noise and seamlessly transition our players to purchase through in-platform integrations.

BRAND OUTCOMES

Awareness Through To Purchase

3

LEGO AS A COLLABORATIVE COMMUNITY

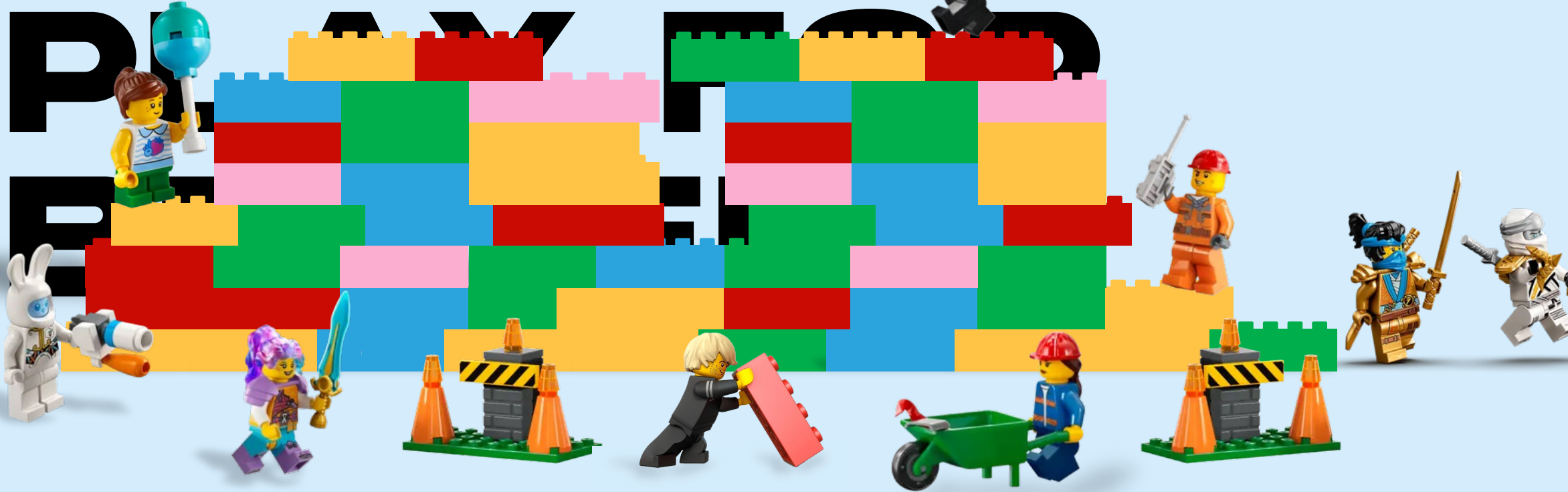
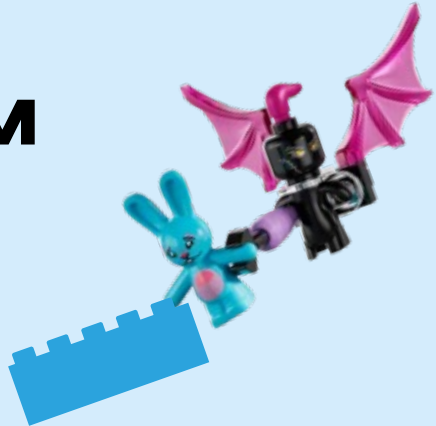
Building on your LEGO Insiders program, creating active advocates of our engaged consumers. Designed 'owned-out', creating a social playground for our community to come together to share, support, and co-create. Introducing them to new platforms and franchises, keeping them within the LEGO gaming eco-system.

BRAND OUTCOMES

Advocacy, Loyalty, Cross-sell

OUR PLATFORM IDEA:

To Be Announced
APRIL 11TH



02

MEET THE PLAYERS

A deep and data-centric view of the cultures, categories, and communities in Play



YOUR 3 BRIEFED AUDIENCES



KIDS 6-12

Kids want to play with their friends, build, and explore new worlds, actively create and enjoy a sense of achievement associated with completing their creations or games.



ADULTS 18+

Parents as the purse strings: decision-makers, who may also be actively participating in shared LEGO gaming experiences.

Adult Players: Personal enjoyment within the gaming universe and LEGO set builds.



SHOPPERS

Existing and potential shoppers, within the LEGO community of via targeted advertising.

"Shoppers always indicate an Adult audience."



LEGO has shared its ambition to target three audience groups within our strategic brief. However, to truly engage our core audiences, our audience strategy must be much more nuanced than this.

Significant differences exist for children between 6-12 years old, with leaps in life stages, brain development, play patterns, parental supervision, franchise engagement and cultural and societal norms.

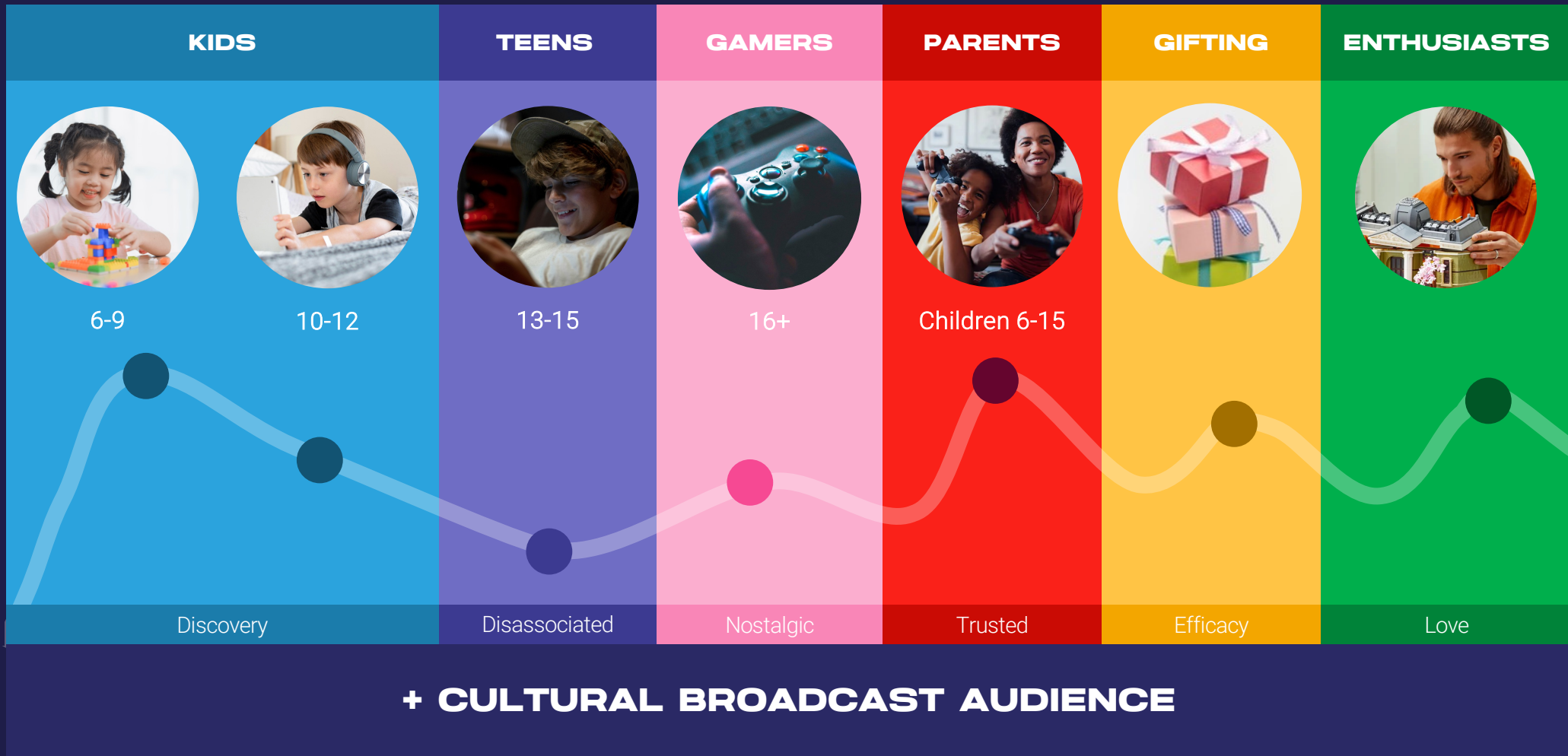
6-year-olds are still enjoying the security and innocence of childhood, whilst 12-year-olds are approaching the end of primary education and are preparing for the independence and responsibility that adolescence will bring.

If we are to think of “children as our role models,” we must incorporate these differences into our response to the brief. As such, we have split your three target audiences into eight different segments, both child and adult, based on their play patterns and relationship with LEGO.



**CHILD DEVELOPMENT AND
LIFESTAGE PLAY A CRUCIAL ROLE
IN RESPONDING TO YOUR BRIEF**

WE FURTHER SEGMENTED YOUR AUDIENCES THROUGH THEIR RELATIONSHIP WITH PLAY AND THE LEGO FRANCHISE



LEGO BRAND AFFINITY

WE FURTHER SEGMENTED YOUR AUDIENCES THROUGH THEIR RELATIONSHIP WITH PLAY AND THE LEGO FRANCHISE



LEGO BRAND AFFINITY

BOYS AND GIRLS EXHIBIT DISTINCT PLAY STYLE PREFERENCES AND INTERACTION PATTERNS

Within our LEGO audience brief we believe that, alongside providing more nuanced audiences, it is essential to disentangle gender differences in children's play behaviors.

Gender differences in children's play behaviors are significant and consistent, encompassing toy interests, play styles, and peer preferences during play, with cultural, social, and cognitive factors influencing gender-typed toy and play preferences.

Boys and girls exhibit distinct play style preferences and interaction patterns. The play styles and interaction patterns of groups of boys and girls are so different that they produce "two cultures of childhood", indicating significant gender differences in play style.

So, in our response to the brief we don't think about children as homogenous, even within our more nuanced life stages. We recognize that there is a job to be done in communications that reflects children's motivations and need states for play.



GENDER DIFFERENCES IN PLAY BEHAVIORS ARE SIGNIFICANT AND CONSISTENT, AND BAKED INTO OUR THINKING

Gender is not the same as sex: sex is biological, gender is socially and culturally constructed. Boys and girls differ in a number of ways...



BOYS



GIRLS

BETTERMENT

Being good at something

CHALLENGE

Want to prove they can rise to a challenge

PHYSICALITY

Displaying energy, strength and stamina

IMPACT

Exerting influence and demonstrating power/control

FRIENDSHIP

Need to belong to a wider group

EXPRESSION

Use language to express themselves

GROWING UP

Aspirational – Look to older females

NUTURE

Caring for others



SELF IDENTITY

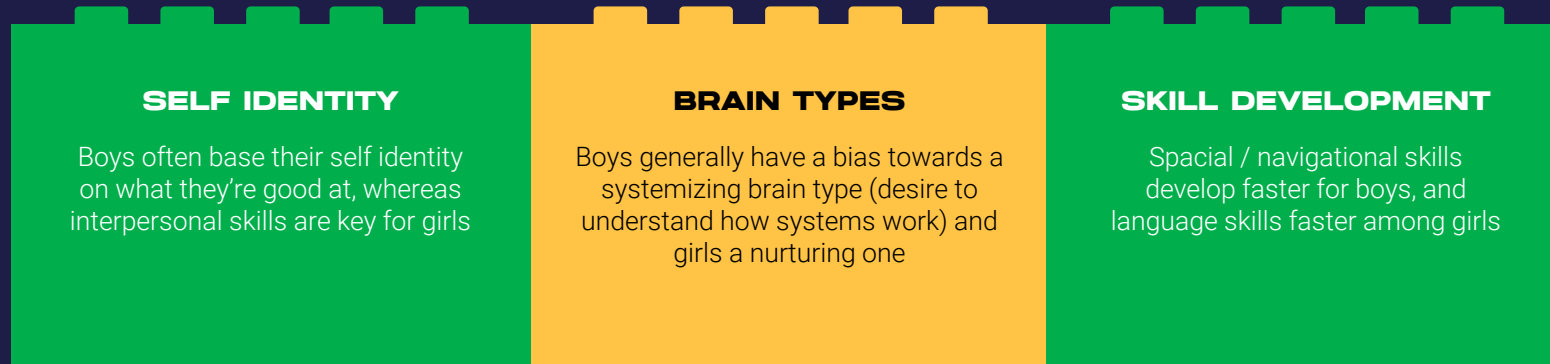
Boys often base their self identity on what they're good at, whereas interpersonal skills are key for girls

BRAIN TYPES

Boys generally have a bias towards a systemizing brain type (desire to understand how systems work) and girls a nurturing one

SKILL DEVELOPMENT

Spacial / navigational skills develop faster for boys, and language skills faster among girls



1995

Gen Z

2010

Gen Alpha

2024

← **RELATIONSHIP WITH GAMING** →

TO DELIVER NUANCE AT A GLOBAL SCALE

WE'VE BUILT A COMMS APPROACH THAT SPEAKS TO ALL OF OUR AUDIENCE SEGMENTS

Ways Into Culture

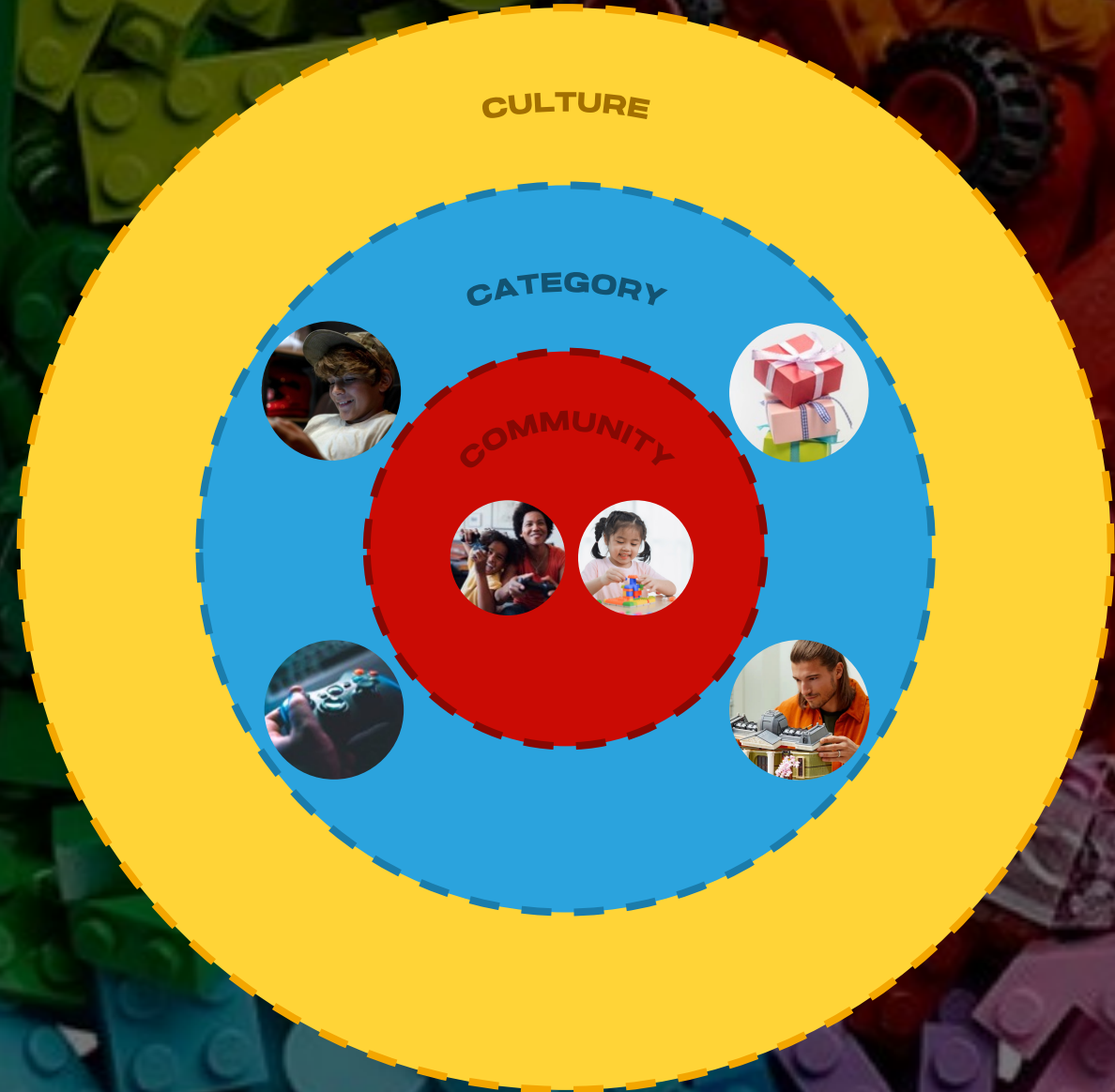
LEGO has a disproportionate role to play in the wider cultural conversation on play, at the intersection of heritage and innovation. Using a Culture audience allows us to own this leadership position of the future of play. There are several ways into Culture, through longer term cultural shifts in the role of parents to short term activations around wider cultural festivals or unexpected events.

Ways Into Category

Within Category our opportunity is to deeply understand the make up of those audiences who buy and play with our products, both brick and non-brick. Within this audience each group has unique barriers and motivations as well as cultural influencing factors. Category encompasses both awareness comms, bringing people into the LEGO gaming eco-system, as well as creating frictionless journeys to purchase.

Ways Into Community

Community is our opportunity to build, elevate, and celebrate our LEGO players, gamers, enthusiasts, parents and gifters. Building on the LEGO Insiders program and powering social connections across our owned channels.



WE HAVE USED NUANCED TECHNIQUES FOR
UNLOCKING THE POWER OF AUDIENCE UNDERSTANDING AND ACTIVATION

Cultural Insight

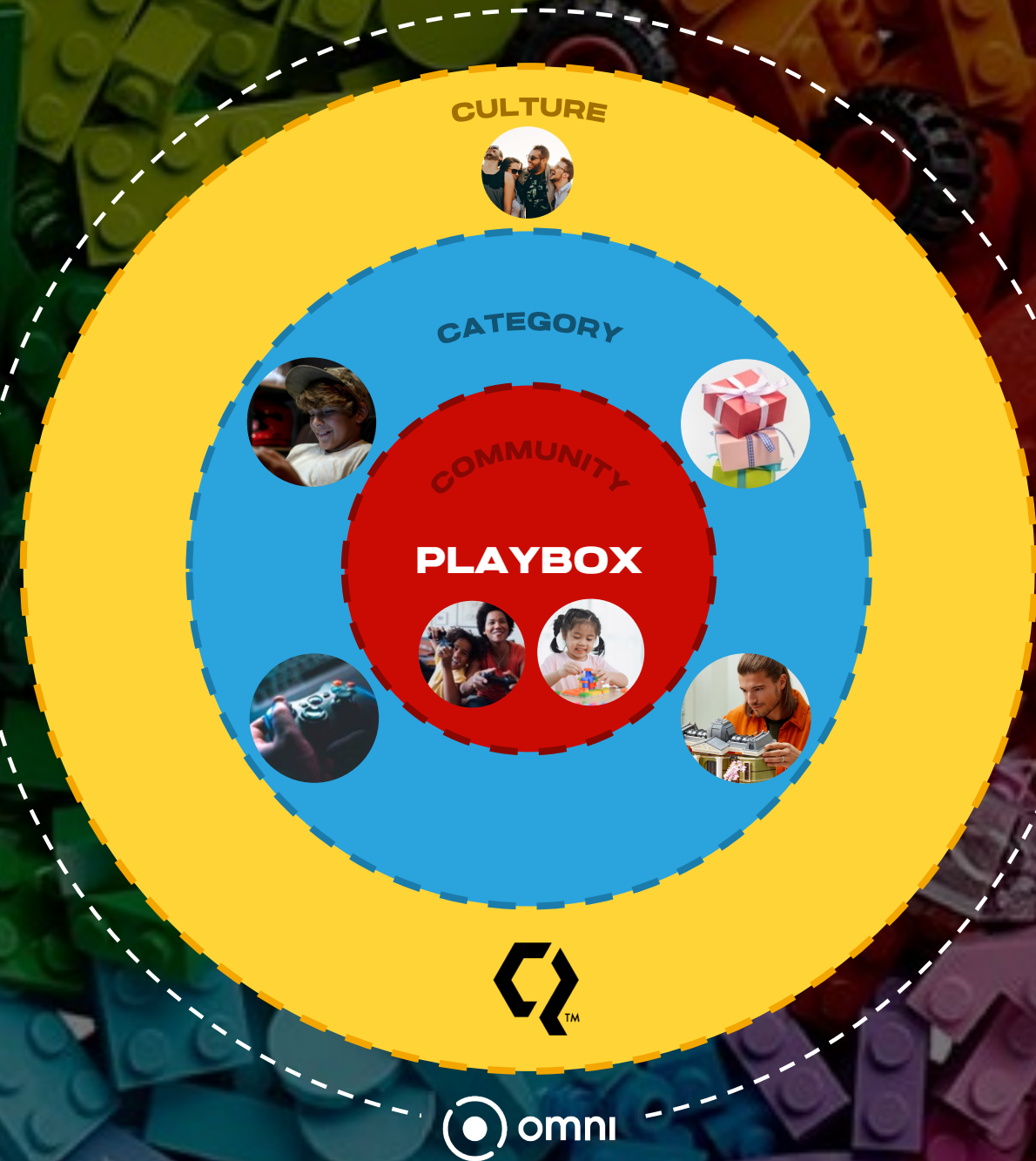
Q is our cultural insights tool that uses semantic analysis and natural language processing to evaluate and categorize millions of web articles, social media posts, and academic papers into elements of culture. Combining the best of OpenAI's GPT4 LLM, Omni's Audience Explorer, and Q's Cultural Trend, we have sourced data-driven cultural trends to ensure we are cutting through the chaos of culture.

Category Insight

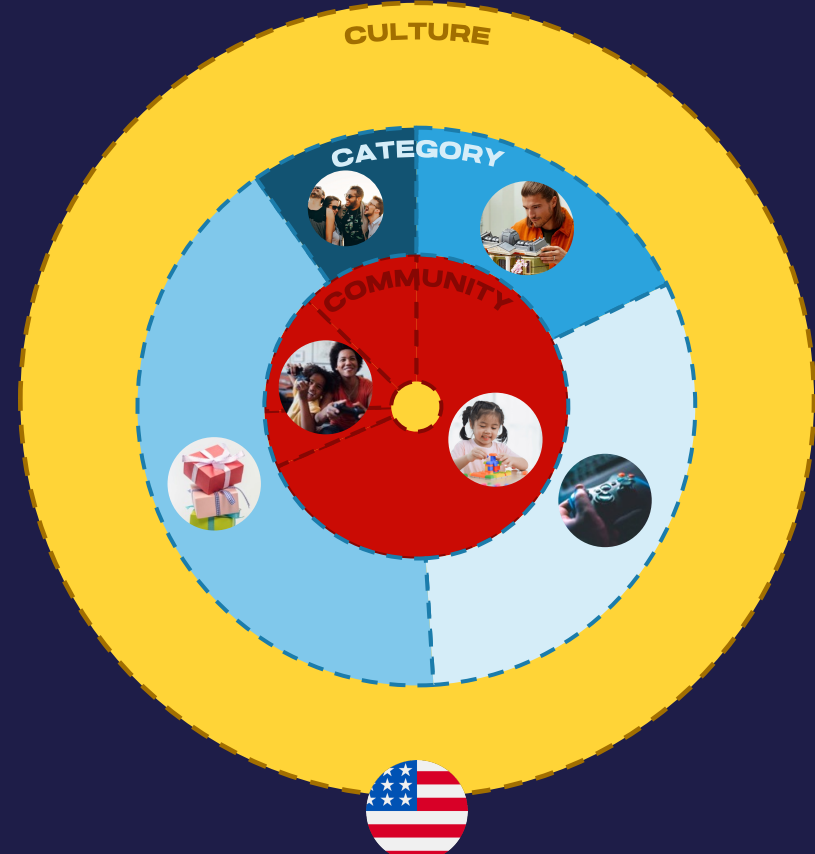
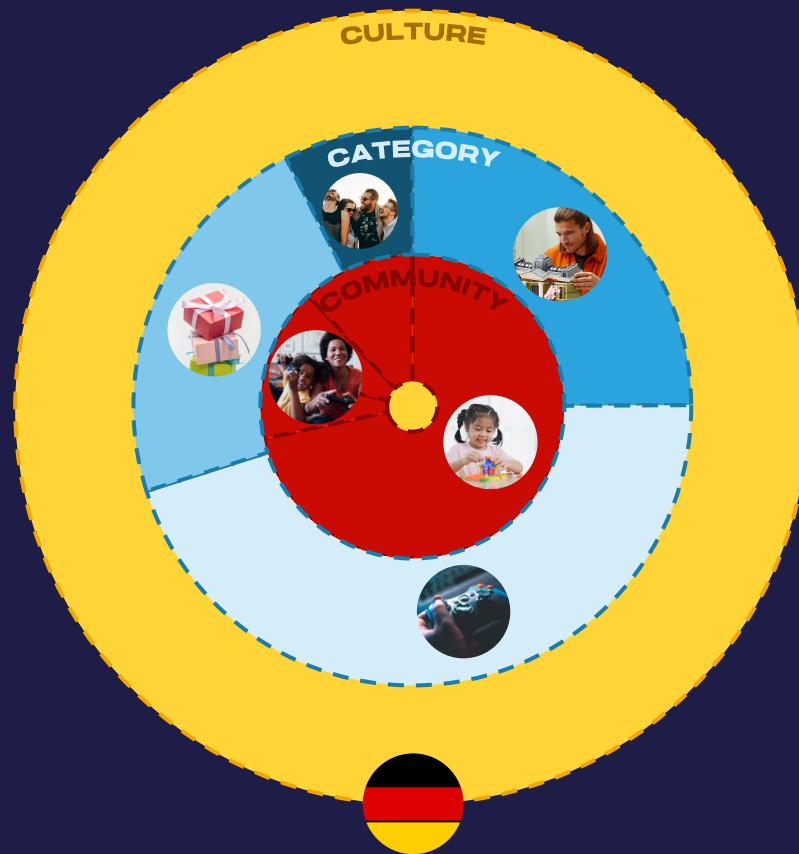
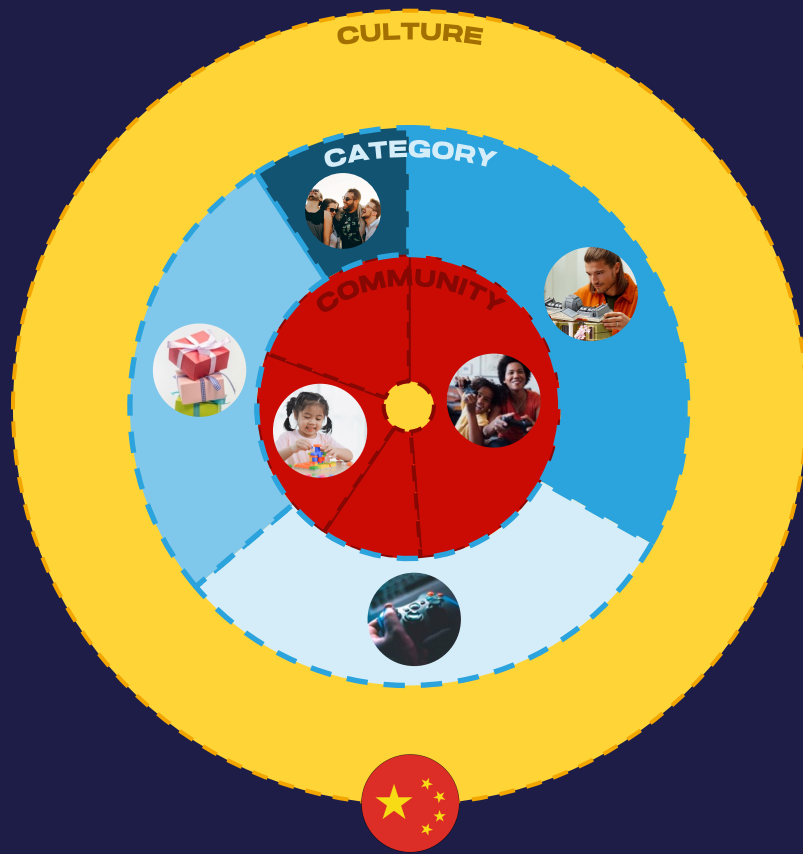
Omni leverages generative AI to translate 10 years of Culture Briefings with expert panelists across various cultural topics into category-specific intelligence pages constantly updated with the latest cultural thinking so teams can stay up-to-date with fringe signals of change affecting their category audiences.

Community Insight

PLAYBOX captures authentic child and parent-led perspectives. We use tailored Qual and Quant techniques that include careful consideration of the cultural and contextual factors that influence children's communication and participation in research. We advocate for participatory methods that empower children, allowing for their voices to be heard and accurately captured, safely.



AUDIENCE SEGMENTS ACROSS THE 3 C'S, BUILT ACROSS ALL MARKETS



OMNI INSIGHTS

Seeing the fastest shift in parental controls easing.

High engagement with different communities online, including watching eSports tournaments.

Front loaded decision making, high parental influence.

Creativity at the forefront of gaming vs. teamwork or competitions.

Highest online consumption and children are more likely to game after school.

Parents active online in terms of purchasing but also online forums & joining discussions.

WE UNDERSTAND THAT ALL OUR AUDIENCES EMBARK ON MULTIFACETED JOURNEYS

Parents embark on a multifaceted journey when purchasing for their children. Children significantly influence family purchase decisions, affecting choices across product categories, from convenience to durable goods.

In our audience response to the brief, we have highlighted for all our segments that decision-making dynamics are complex from child to adult. We also recognize that essential nuances exist across our three markets (US, Germany, and China) that ultimately affect the journey path for Gaming and LEGO Fortnite.

- In Germany, parents prioritize offline play that enhances their children's creativity, problem-solving, social abilities, and motor skills.
- We are also aware that critical legislative issues ultimately affect purchases. Fortnite's servers in China were shut down in November 2021, following the introduction of the country's stringent gaming restrictions for minors.
- In the US, parents seek to regulate their children's gaming and seek out brands promoting healthy gaming habits.

We recognize these essential aspects of gameplay in our consumer journey analysis. From enhanced cognitive thinking, concerns regarding the balance between video game play and offline activities, the content of games, and the potential challenges the brief raises across territories.

LEGO PERSONAS: OUR DATA-DRIVEN PERSONAS



SAVANNAH | USA

Segment: Parent

- Parent
- Everyday buying
- High familiarity with LEGO
- Knows she wants LEGO
- High familiarity with gaming



LUCA | GERMANY

Segment: Gaming

- Parent
- Gaming recruitment
- High familiarity with LEGO
- High familiarity with Fortnite
- Low familiarity with LEGO Fortnite



WEI | CHINA

Segment: Gifter

- Parent
- Buying a gift
- High familiarity with LEGO
- Low familiarity with gaming

LEGO EXAMPLE OF DATA-DRIVEN PERSONAS DEVELOPMENT:



My child is a gamer like me, and I love that it's something we can do together.



AGE: 33

CHILDREN: 9 YR Daughter

LOCATION: USA

ABOUT

Her daughter Rita has started to show a lack of interest in her current games and toys, signaling the time for some refreshment. Rita plays Minecraft, but recently started talking about Fortnite LEGO due to influence from her friends at school. Savannah Googles LEGO Fortnite and sees that it is a child-friendly version of Fortnite that she immediately trusts due to LEGO's brand heritage.

GOALS

- To provide quality educational toys for her daughter that she will love
- To feel comfortable that she will be able to access the right level of control to ensure her child is safe

PAIN POINTS

- Knows her daughter plays Minecraft, but isn't a gamer herself
- Is this the right type of content for my child?
- While thoroughly searching gaming options, the options quickly become overwhelming

BUYING MOTIVATIONS

- Educational engagement for her child
- Quality and trust of the product
- Influence of Rita's conversations
- Customer reviews
- Game features

NEEDS

- A new idea for her daughter who is already playing Minecraft
- A seamless brand and shopping experience
- Access to the account activities, and conversations

MEDIA TOUCHPOINTS:



PARENTS DECISION-MAKING DYNAMICS VARY BY MARKET



78%

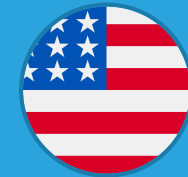
of parents say they make all or most of the decisions



PARENTAL FRONT-LOADED

More traditional decision-making structure where parents dominate household decisions and children have little sway without parental buy in and approval.

“No” means no!



COLLABORATIVE TEAM

More contemporary decision-making structure which is collaborative between family members, kids influencing all sorts of decisions.

“No” means maybe...

OES

UNLOCKING THE POWER OF OESP

Better defining the interplay between touchpoints, and
setting a clear role for media and investment decisioning



INVESTMENT PLANNER:

PORTFOLIO INTERPLAY: INVESTMENT PLANNING

A budget-setting tool, built brick by brick, to construct a strong financial foundation

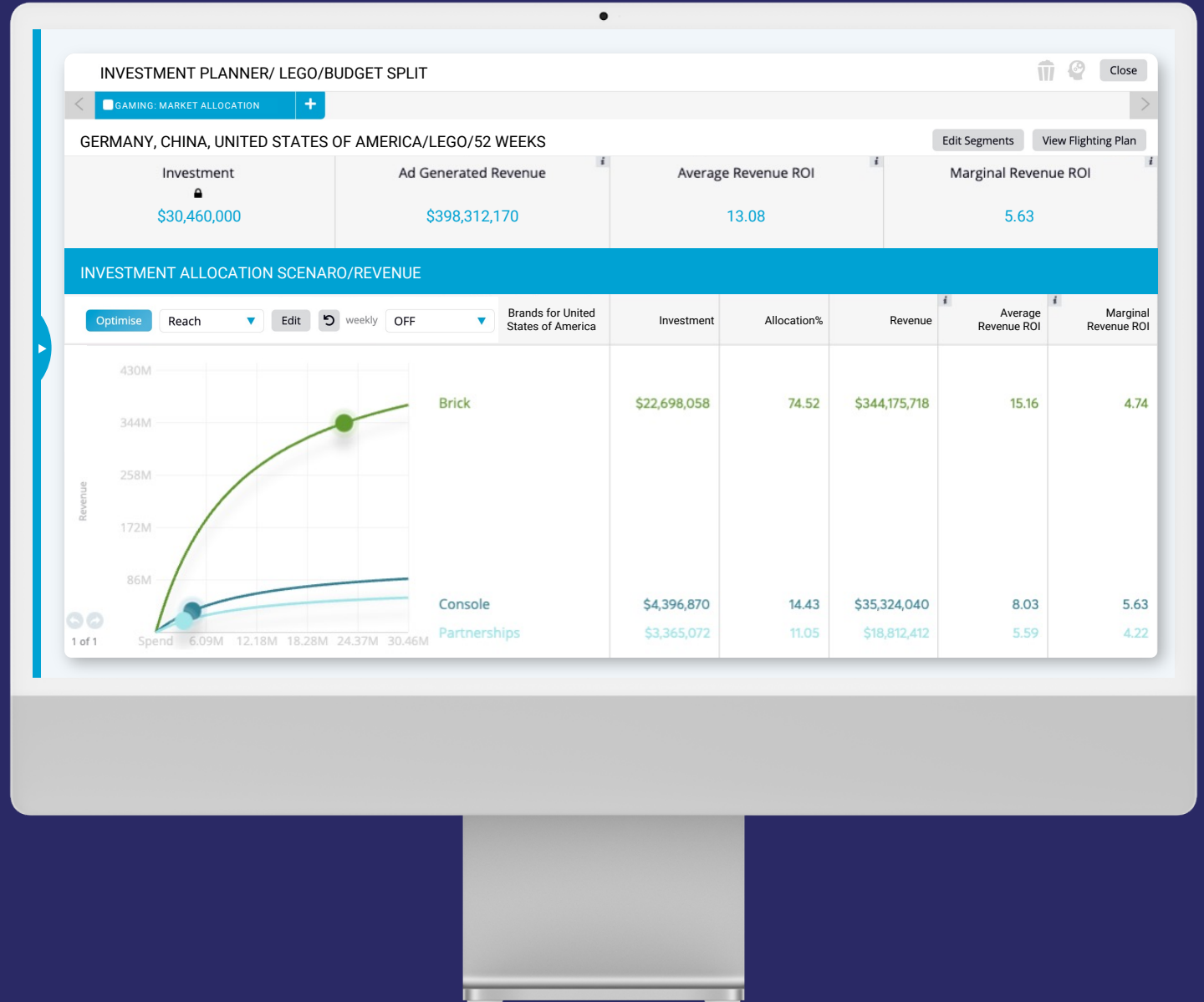
Omni Investment Planner is OMG's proprietary investment setting and allocation tool working at an aggregated market/brand level.

Provides benchmarked agile MMM outputs for 105 markets and 175 categories including all LEGO markets.

Built from 2,000+ MMM case studies and capable of custom MMM integration from LEGO in-house analytics or a third party.

Multiple use cases including portfolio optimization, market and product investment setting, long-term impacts, profit maximisation and zero-based budgeting.

Provides optimal investment levels for further refinement and optimization at an OESP level.



REACH BASED OESP OPTIMIZATION

OESP OPTIMISED TOGETHER FOR GREATER REACH

Interlocking LEGO's owned, earned, shared and paid properties to maximize reach

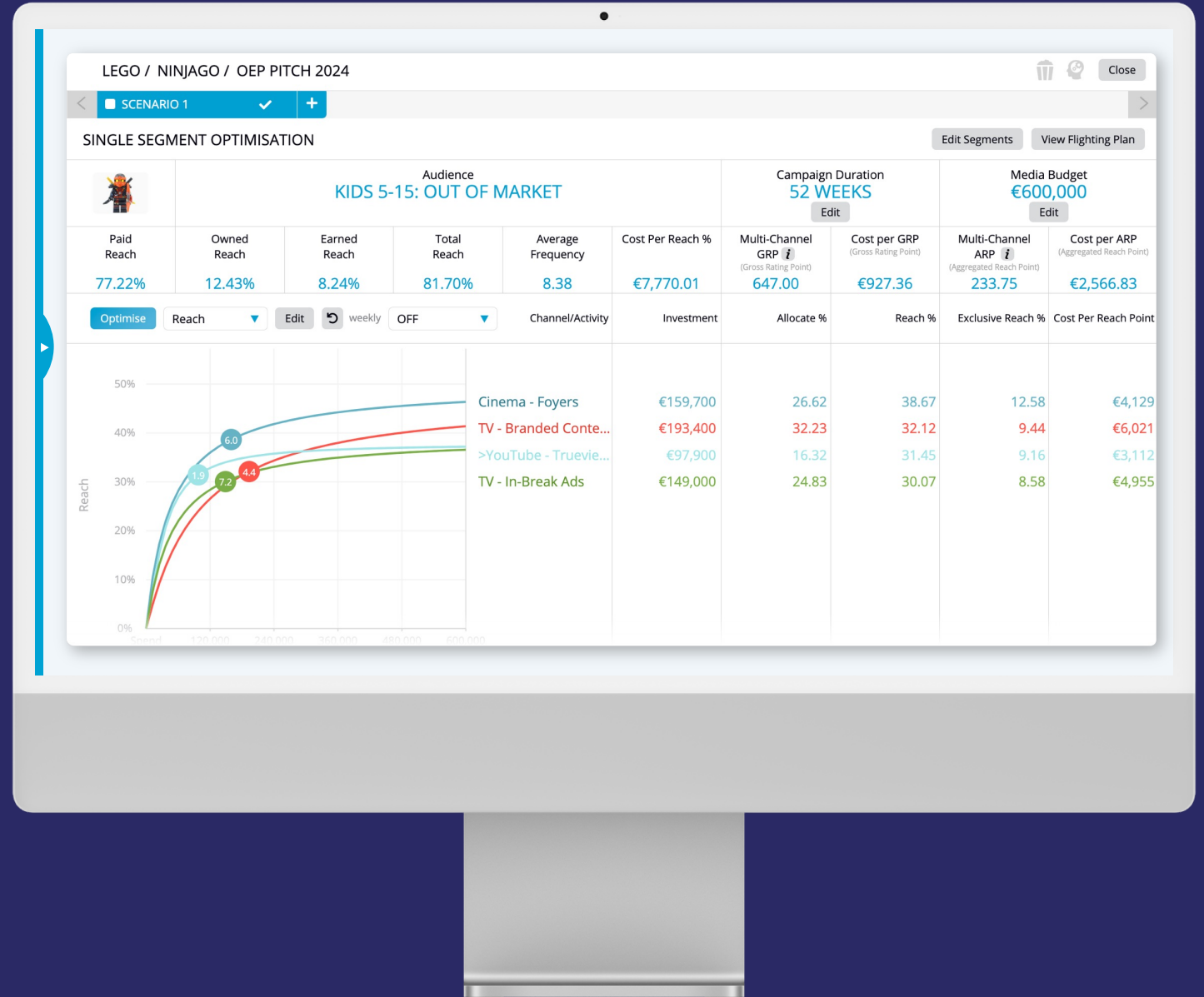
OESP analysis: Converts paid, owned, earned activity into audience impressions; regression model links paid GRPs to owned/earned elasticities.

Elasticity varies by category, message interest, channel synergy, base impressions; adjusts elasticities for market conditions.

Reports additional owned/earned impressions based on planned paid campaign and client/campaign context.

Owned and Earned reach can also be entered directly.

Optimizes to a final combined (cross-channel) reach to ensure paid media investment is not over-invested.



BRAND & REVENUE BASED OESP OPTIMIZATION

FRAMEWORK

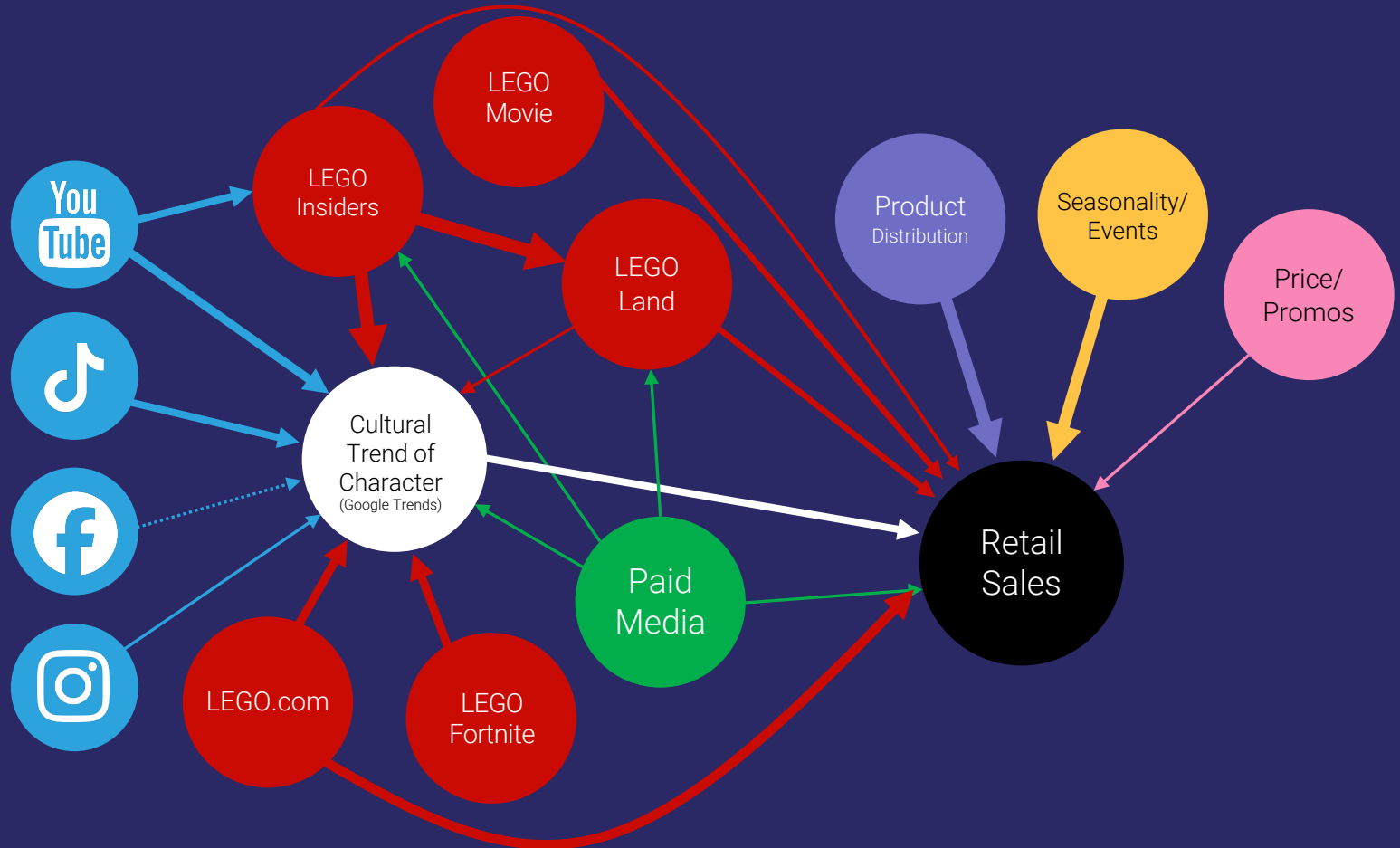
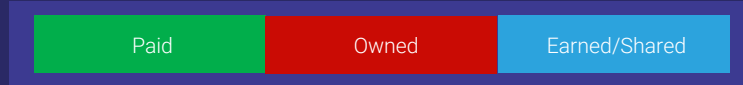
Sample Character Model Framework for LEGO

The framework would integrate multiple OESP data sources, including LEGO Insiders, visits to LEGO.com, gaming properties, and social metrics to create a holistic view of the key drivers of sales performance for character (e.g. Star Wars) LEGO set retail sales.

It would employ a nested agile MMM modelling approach, critically via cultural character trends, allowing for a deep understanding of the interrelationships between OESP touchpoints.

The framework ultimately ties together owned, earned, shared and paid media elements to quantify their individual and combined impact on retail sales, enabling data-driven optimization of marketing investments and content strategies.

CHARACTER MODEL FRAMEWORK



BRAND & REVENUE BASED OESP OPTIMIZATION

IMPACT ASSESSMENT

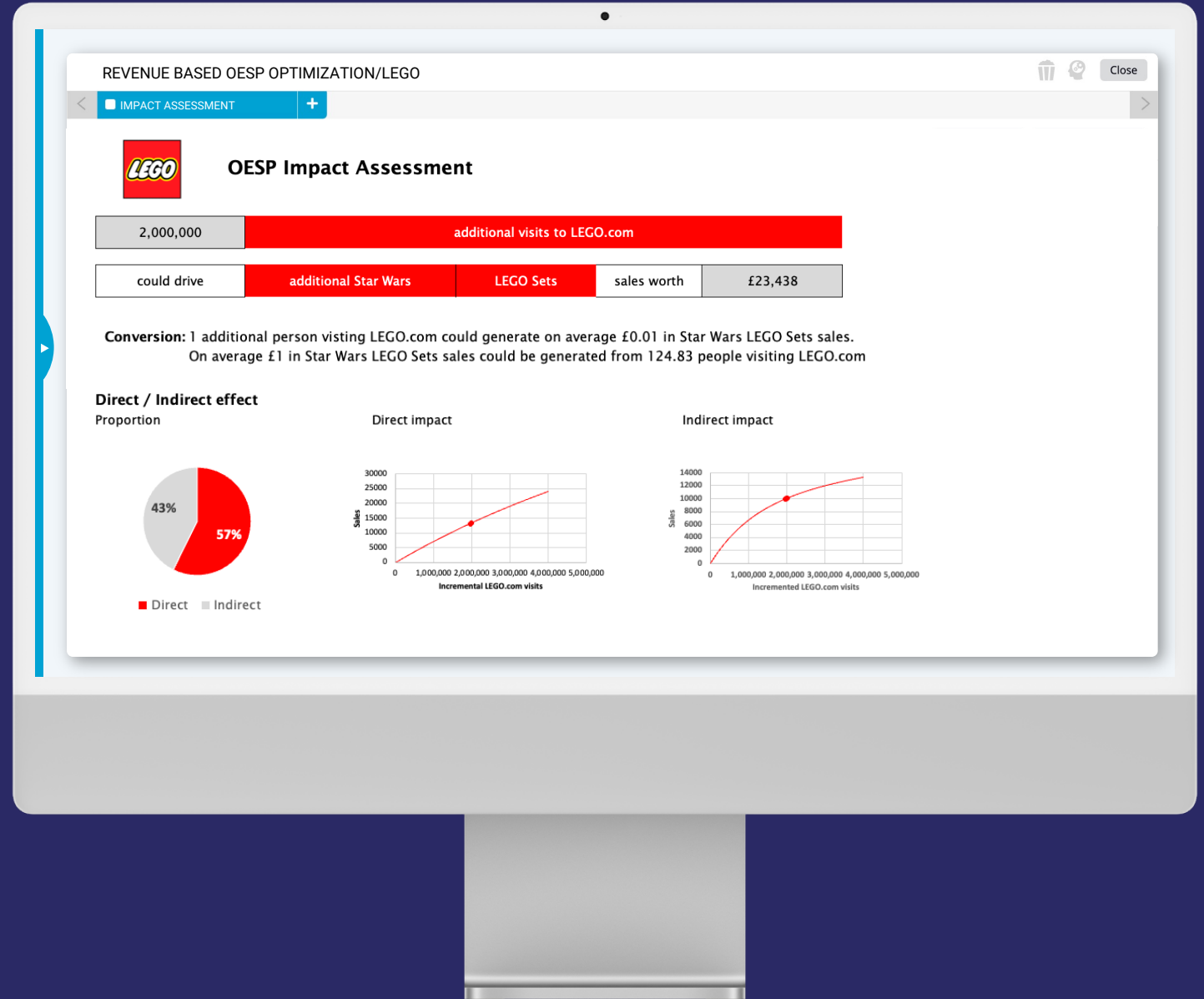
Sample OESP Impact Assessment Tool for LEGO

An "OESP Impact Assessment" tool would allow LEGO to select an owned, earned, shared, or paid media property (in this case, visits to LEGO.com) and see how it impacts sales of a particular product line or franchise (here, Star Wars LEGO sets).

Direct effects represent immediate sales driven by the media touchpoint, while indirect effects account for the flow through the framework of the property.

Ultimately the tool helps quantify the full value of a media property or marketing activity beyond just the immediately directly attributable sales.

This can progress from assessment to optimization to allow for more holistic ROI assessment and better strategic decision making around media investments and channel mix.



'TIME WITH BRAND' – A BRAND HEAT INDEX TO GAUGE FRANCHISE ENGAGEMENT

'Time with brand' serves as a universal north star that can be applied consistently across owned, earned, shared, and paid media.

This allows LEGO to compare and aggregate the impact of various touchpoints, providing a holistic view of consumer engagement.

**1**

ENGAGEMENT DEPTH

'Time with brand' is correlated with the quality of interactions, not just quantity, indicating deeper engagement.

2

IMMERSIVE MEASUREMENT

For gaming and metaverse experiences, 'time with brand' may be the only consistent KPI for engagement.

3

OWNED ALIGNMENT

'Time with brand' naturally aligns with owned properties, deepening relationships and enabling brand storytelling.

4

IMPACT OF EARNED

'Time with brand' acknowledges the value of user-generated content on shared platforms.

BRINGING IT ALL TOGETHER

CARRYING THIS THROUGH TO EXCELLENCE IN PERFORMANCE & RETAIL MEDIA

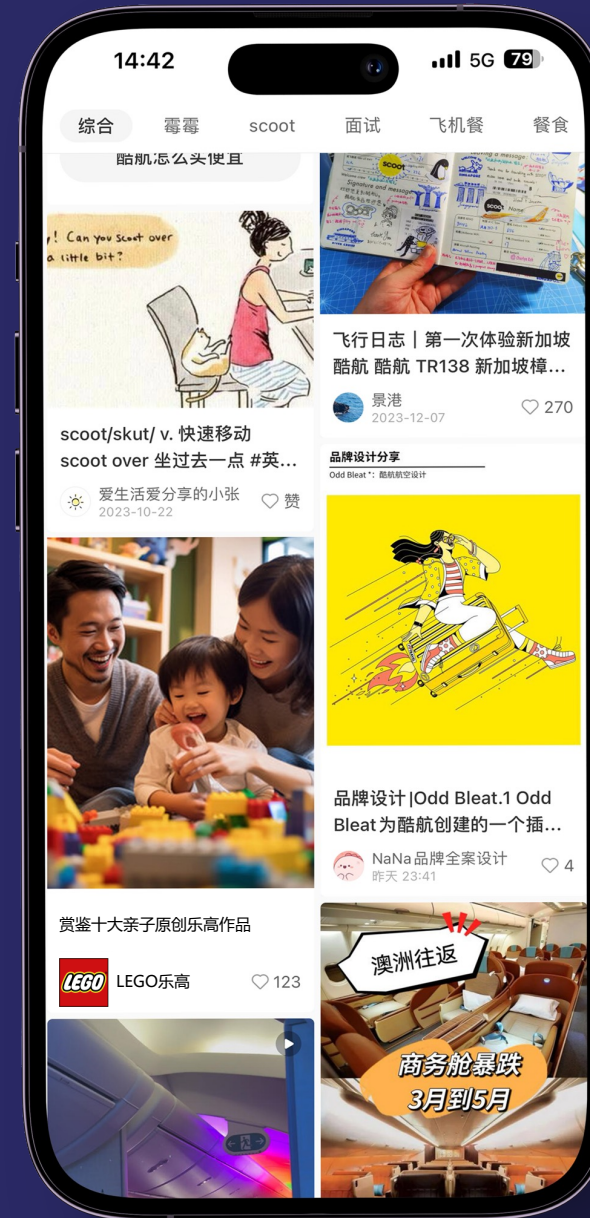
We have built a lot together throughout the process – strategy, audience insight, investment decisioning (and ideation in the next section) culminating to the point where it’s time to take our amazing work to the world.

All media activity, from local to global, will sit within the performance and measurement frameworks found in our DTT written response, ensuring that all media plans (retail and non-retail specific) prioritize reaching new customers, retaining existing customers, and optimizing towards the reduction of acquisition and sales costs. All within our KIDLOCK approach to child safety.

Throughout our investment decisioning you will be capitalizing on Omnicom’s buying power within the marketplace to achieve pricing advantage and commercial value-adds that are unique to Omnicom.

Omnicom’s industry-leading retail capabilities through Flywheel gives us unparalleled visibility into the mid-to-lower funnel of connected commerce and retail experiences – further supporting growth objectives throughout LEGO retail channels and your evergreen commerce partners Google & Amazon.

We will be delivering our completed detailed plans to you during our meeting on April 11th.



04

PLAYFUL IDEAS

Born from tight collaboration – globally, locally
and across agency disciplines



KEEPING OUR IDEAS A SECRET FOR NOW, SORRY!

We don't want to tell you everything right now - let's save the ideas for when we're there in person.



Instead, in this document we want to show you the process we've undertaken to establish the media activation ideas that we're most excited to share.

The local ideas have been born from Omnicom teams on the ground in your focus markets, then evolved in collaboration with the OMG Build global folks to ensure they're consistent, impactful, and truly embody the strategic platform.

1

To establish the creative territories, we've looked at the buzz and sentiment around major games to unpick the behaviors behind success.

2

To get specific about potential LEGO IP collaborators of the future, we've codified an assessment methodology which seeks out the games the LEGO audience are most likely to love in the months to come - and ensures that they're LEGO-aligned and KIDLOCK approved.

3

When finalizing which ideas we feel are the most effective, we've connected them to the major insights uncovered in PLAYBOX.

Oh, and we haven't forgotten that you wanted to know "what we've always dreamt of doing with LEGO"... we've had a genuinely incredible time shaping that bit!

HOW WE CAN BUILD

LEARNING FROM OTHERS: HOW MAJOR GAMES BUILD AND SUSTAIN RELEVANCE, ENGAGEMENT AND A LEANED-IN COMMUNITY



THE SUPERGROUP

With push and pull powers at play: LEGO as a driver but Fortnite is a barrier to some.



THE CONSTANT

The gold standard for sandbox builders. Iterating but never radically changing – always enabling creativity.



THE UP-AND-COMER

A cultural phenomenon – for now. Familiar yet new, blending tried and tested mechanics in a shiny package – can it last?



THE CLASSIC

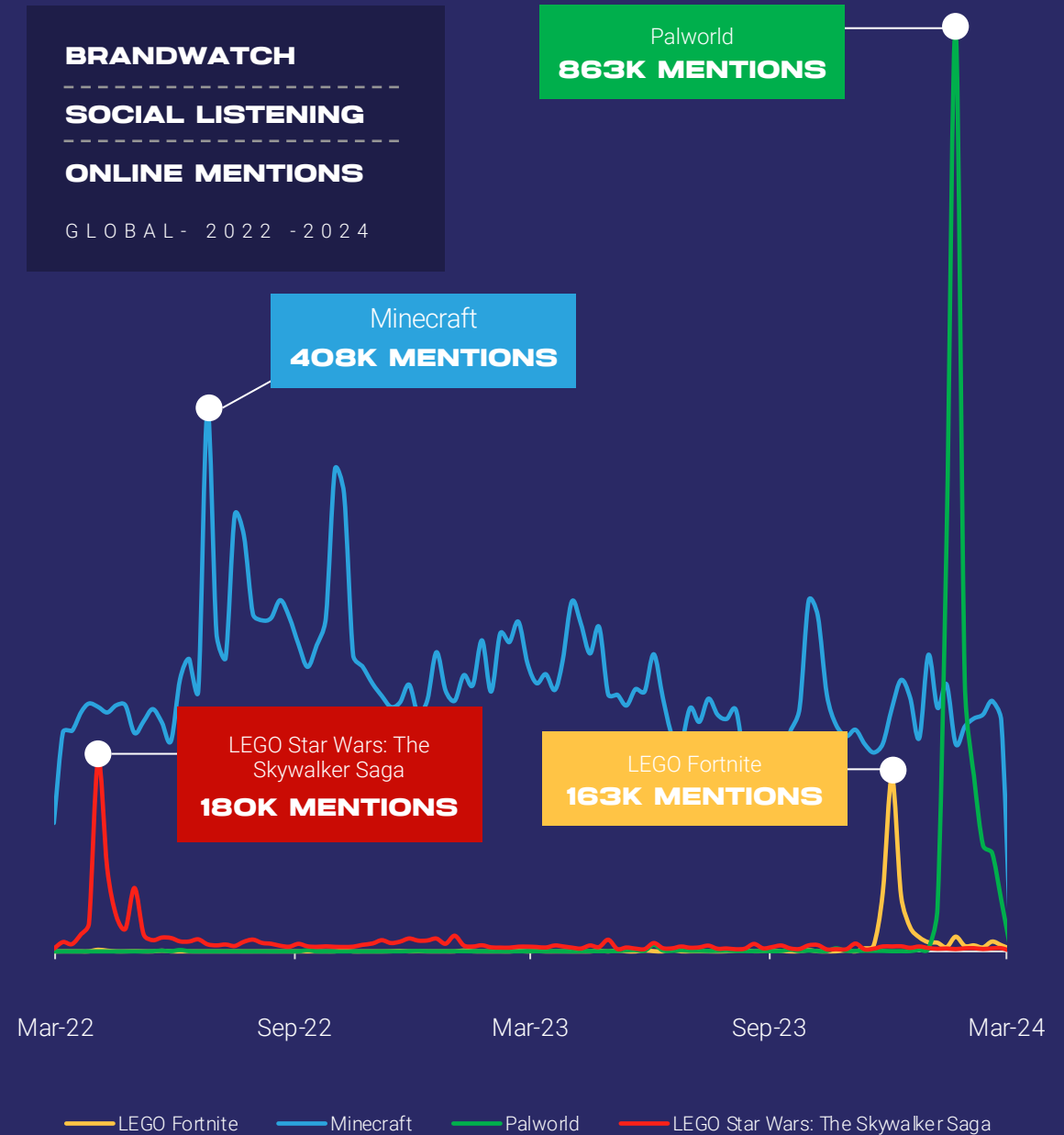
The 6th in the series - an example of how adults and nostalgia drive buzz & engagement, providing an opportunity for parents to build relationships with their Gen Alpha children.

BRANDWATCH

SOCIAL LISTENING

ONLINE MENTIONS

GLOBAL - 2022 - 2024



WHO WE SHOULD BUILD WITH

FINDING GAMING PARTNERS OF THE FUTURE

You have a tremendous legacy of partnering with leading entertainment IP and best in class game publishers to deliver fresh and engaging interpretations of established franchises - from LEGO Harry Potter and LEGO Indiana Jones through to 2K Drive and LEGO Fortnite.

To ensure that LEGO maintains this reputation for collaborating with the biggest and best names in gaming – and engages with gaming communities at scale - we've established a data-driven process to streamline the assessment of shortlisting of potential collaborators with consistency and at pace.

STAGE 1:

Benchmarks the popularity and year-on-year userbase growth (or contraction) of a game with a core LEGO audience to qualify the highest impact titles.

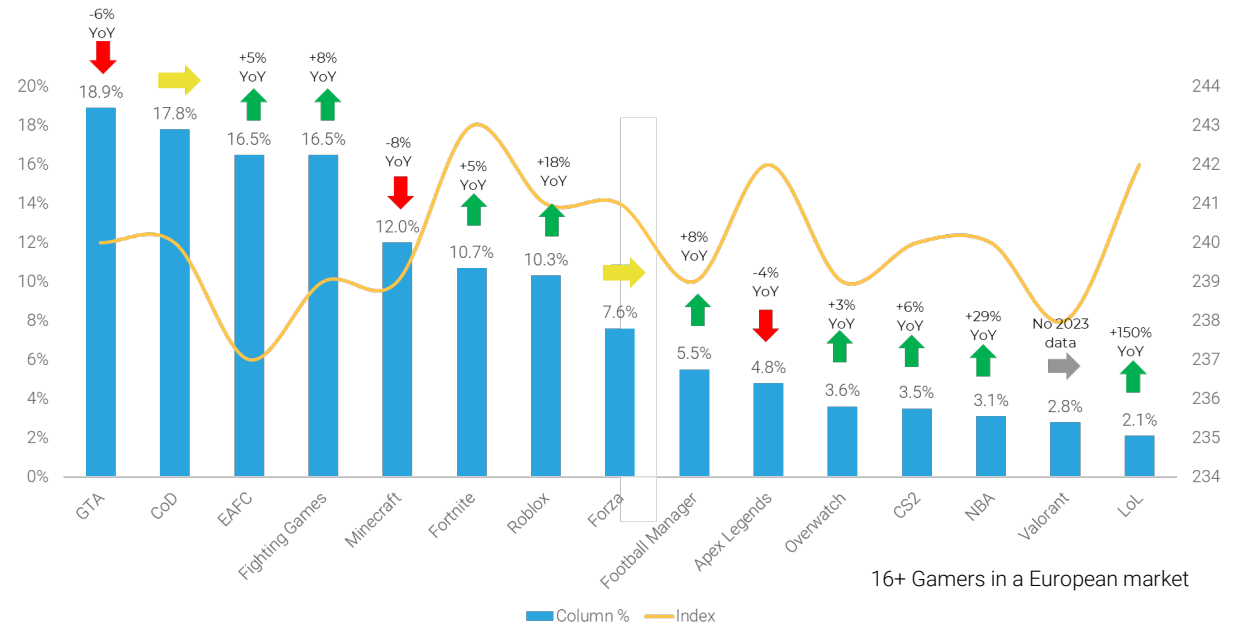
STAGE 2:

Assesses the brand fit, 'cool-ness', opportunity to improve by adding LEGO and the extent to which the game title adheres to LEGO brand behaviors and KIDLOCK essentials.

Those titles which pass these two filter stages are then subject to a deep-dive in order to establish exactly how they can best elevate LEGO in culture, category, and community.

STAGE 1:

LEGO audience engagement with the game



STAGE 2:

LEGO fit and partner potential

Criteria	Definition	GTA	CoD	EATC	Minecraft	Fortnite	Roblox	FM	Apex	Overwatch	CS2	NBA	Valorant	LoL
Scale	Reach / Exposure	●	●	●	●	●	●	●	●	●	●	●	●	●
Zeitgeist	Cultural cut-through right now	●	●	●	●	●	●	●	●	●	●	●	●	●
Trajectory	Growth potential	●	●	●	●	●	●	●	●	●	●	●	●	●
Integration depth	Degree to which we can LEGO-lize	●	●	●	●	●	●	●	●	●	●	●	●	●
LEGO fit	Embodies LEGO principles	●	●	●	●	●	●	●	●	●	●	●	●	●
KIDLOCK approved	Passes on all fronts in current form	●	●	●	●	●	●	●	●	●	●	●	●	●

CONNECTING OUR APPROACH WITH
LOCALLY-TAILORED SOLUTIONS

IDEAS WHICH BALANCE GLOBAL LEGO PARTNERSHIP PRINCIPLES WITH LOCAL NUANCE

Informed by meticulous research through **OMG PLAYBOX**, insights derived through our **Q** platform and elevated by **Omni Assist**, woven through our **consumer experience framework**, and underpinned by **KIDLOCK** and our approach to child safety, we have developed ideas that elevates LEGO across Community, Category, and Culture.

All ladder up to innovative and impactful ideas, nuanced in a way only on-the-ground local expertise can provide. In the room expect to hear about the following and more...

- In China, a proposal with phenomenal scale that delivers the cultural clout of Fortnite in a market where that partnership is not an option.
- In Germany, where parental culture shies away from screen time but elevates tactile play, concepts that allay concerns whilst catering to children's demands for play.
- And in the US, where LEGO can leap beyond gamification and into playification of media –an approach to bring fun into the mundane on a national scale.



CHINA

Partnering with a playful property to deliver the cultural clout of Fortnite, where Fortnite is not an option.



GERMANY

Connecting play and learning to establish parental permission in parallel with child demand.



USA

Adding play to the spaces and moments it's most needed – to keep LEGO front of mind in category.

**AND PERHAPS ONE OR TWO EVEN
BOLDER GLOBAL SUGGESTIONS**

(You did ask what we've always dreamt of doing with LEGO...)

A MORE RADICAL PLAY

The major social platforms and game publishers are failing children.

Can LEGO put this right – and in doing so move from advertiser to next generation media owner?





LET'S BUILD
TOGETHER ON
APRIL 11TH!