**Lego Opening Statement**

Good evening, I’m Jared Phillips interim CEO of the LEGO Group.

The LEGO Group Board of Directors have relieved Mr. Ziepke of his duties as CEO.

I have a few things I want to address before I will open up to questions.

I have many titles but the most important title I have is that of Dad to two beautiful daughters, and as a Father I am deeply saddened, angered, and enraged by the acts of terrorism at the Mall of America.

I grieve for the families, and the loss of their loved ones and those injured.

I want to make it very clear our organization, in no manner, tolerates or condones acts of terrorism. We will work around the clock to assist all authorities to make sure the involved parties responsible for this horrific act are caught and brought to justice!

This wasn't solely an attack on the LEGO group, rather an attack on enthusiast and their imagination. We were attacked by this despicable group because they know that our imagination is their biggest threat. The mutual value of creation scares these cowards, because our imagination is what we use to find a way towards peace, when others seek chaos, we builders use imagination to discover new ways to bring others together, when some seek to tear it apart, we use imagination and work intently to create treatments and cures for diseases such as Cancer, and Alzheimer’s, while evil seeks to find ways to use those to strike fear into our hearts and minds.

Now more than ever is the time for imagination, and we need not look further than to our builders of tomorrow!

The terrorists were not born wanting to do this, and we have to act now to ensure the safety of our enthusiasts. They’re growing up and we need to provide a safe environment that is conducive to an imagination that seeks to help, not hurt, to grow, not hinder.

These acts of terror are an attempt to hamper that growth of our builders of tomorrow, we must encourage our builders with a caring heart to be bold, to be brave, and to imagine a creative solution, a fun solution, a solution we can teach and learn from.

We need to do more than use words, we need to inspire by demonstrating these actions. That is how we strike back, that is how we honor our fallen enthusiast.

It is in this spirit of providing a safe environment that is conducive to imagination that the board of directors has relieved Mr. Ziepke as CEO of LEGO Group.

His actions were self-motivated, and was an abuse of his power. Mr. Ziepke acted on his own when he bypassed all checks and balances of the executive group. Mr. Ziepke also used his platform as CEO to intimate enthusiast through mean spirited creations. Mr. Ziepke has broken the bonds of trust with our enthusiast that we have worked to earn daily since 1932.

These bonds of trust we do not expect to gain back overnight, rather we have to earn it back.

As interim CEO I will work to regain your trust starting right now:

1. First for those affected by lead poisoning, and or those victims and their families of the MOA terrorist attack. I have deployed LEGO victim managers to the Mall of America to assist and aid in any way we can. I also, will be flying there immediately after this press conference. If you are a victim of the attack or led poisoning or family member I have also activated our victim’s hotline. There are victims managers waiting to take your call and help
2. Second, I have authorized an immediate recall of all LEGOs that have been created after March 1st of 2018. You can return them for a full refund or exchange of a like product at any LEGO store, authorized reseller or at LEGO.com There will be a full list of our authorized resellers on our website by 8pm tonight.
3. Third, I am making a commitment to find and implement sustainable alternatives to our current oil-based raw materials by 2030 and to use sustainable packaging for all LEGO® products, while also aiming to improve our waste management. I also invite all other companies to join us in the pledge to go BPA free by 2030 as well.
4. Fourth, concerning future hiring processes, all decisions in the hiring process will be made as an executive team not just by me.
5. Lastly, the board of directors will have final say and have veto ability on any and all of the CEOs decisions.

These are crucial steps we have to take in order to ensure the safety of our enthusiast, it is the

right thing to do,

it is what we must do,

it is what we will do,

and we will do it together!

--- I will now take your Questions...