

The LEGO Foundation



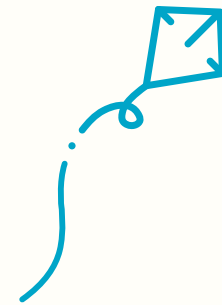
LEGO Foundation highlights 2016



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Letter from the chairman

In the LEGO Foundation, our aim is to re-define play and re-imagine learning. By Learning through Play, we equip our children with the skills they need to thrive in life and realise their full potential.

In a constantly changing world, the LEGO Foundation plans for the future. We do this through lifelong learning as the continuous, engaged, self-motivated search for knowledge – a process that also develops you as a human being, engages you as an active citizen and grows your self-sustainability. That's why children's learning should not come to a close when they finish school, but is a mindset that should last a lifetime.

We need to change the way people understand the impact and importance of Learning through Play in acquiring essential skills for life. Learning through Play can happen anywhere and be relevant to everyone.

In 2016, we strengthened our strategic focus in order to enable the LEGO Foundation to have an even stronger voice and demonstrate the thought leadership needed to positively influence children's learning all over the world. In the LEGO Foundation, our programmatic focus is on early childhood, education and communities.

We collaborate with leading implementers, research institutions and others who already work in the field of promoting play and quality learning. We create real change in concrete projects on the ground and advocate on a global scale to transform attitudes and behaviours to Learning through Play.

These are some examples of where we have reached crucial milestones with new and existing partners:

- In partnership with one of China's most renowned academic institutions, Tsinghua University, we have established the Tsinghua University Lab for Lifelong Learning to support play and creativity across the Chinese educational system from pre-school to university.
- With UNICEF, we promote quality Learning through Play for children around the world. In South Africa, we will now see some 150,000 teachers and practitioners being trained in play-based learning.
- In Mexico, we have decided to expand our collaboration with one of the country's biggest childcare providers to nearly 10,000 childcare centres, thus reaching more than 300,000 children living in poverty.

It is a great privilege to be a part of a journey in which we constantly strive to provide children and adults all over the world with the best opportunities to engage in Learning through Play. We must never lose sight of this purpose and our amazing impact potential, as the motivating force for what we do.

On behalf of our colleagues in the LEGO Foundation, I would like to thank all our partners and contributors for engaging with us to make this a reality.

Thomas Kirk Kristiansen
Chairman of the board
The LEGO Foundation



New Chairman of the board

In April 2016, the Kirk Kristiansen family announced an important next step in the smooth handover of active family engagement between the third and fourth generation. As part of this process, Kjeld Kirk Kristiansen and Thomas Kirk Kristiansen swapped roles on the board of the LEGO Foundation – with Thomas Kirk Kristiansen becoming chairman and Kjeld Kirk Kristiansen becoming deputy chairman.

New CEO appointed

John Goodwin has been appointed as the new CEO of the LEGO Foundation as of 1 April 2017. John joined the LEGO Group in 2012 as Chief Financial Officer and has been responsible for the Business Enabling area including IT, Legal, Procurement, Business Services, CSR and Corporate Affairs. In addition, John has been a key driver in the development of the LEGO Group organisation and culture. He also brings experience from working with humanitarian and aid organisations.

Our LEGO® heritage

In the LEGO Foundation, we aim to make children's lives better – and communities stronger – by building a future in which Learning through Play empowers children to become creative, engaged, lifelong learners. We do this by making sure the fundamental value of play is understood, embraced and acted upon.

We believe that children are our role models because of their natural hands-on, minds-on approach to learning. Children are curious, creative and imaginative. They embrace discovery and wonder. They are natural, intuitive learners who experience the world through play. These are qualities we should nurture and stimulate throughout life.

We aim to inspire and develop the builders of tomorrow, a mission that we share with the LEGO Group. We benefit from more than 80 years of LEGO Group experience, the strong reputation of the LEGO® brand, and an unwavering ambition to have a positive impact on children and society.

The story of the LEGO Group is also a story of family ownership. Ole Kirk Kristiansen, a Danish carpenter, founded the company in 1932. He came up with the name LEGO from the Danish words *leg godt*, which mean "play well" and the company grew to become the LEGO Group.

As part of the ongoing commitment to giving children better opportunities to reach their full potential, the LEGO Group owner family has entrusted the LEGO Foundation with 25% ownership of the LEGO Group. This is how we fund our activities.



Two generations of the LEGO owner family:
Thomas Kirk Kristiansen (left)
and Kjeld Kirk Kristiansen (right).



Re-defining play and re-imagining learning

At the LEGO Foundation, we welcome increased global attention to the need for developing stronger life skills. But there is only limited understanding of the power of play and how to make play an integrated part of learning, and this is therefore not exploited to its full potential.

From infancy onward, children's first experiences with play normally occur within the home environment and with those around them. These meaningful interactions are critical in terms of the child's early development, in particular developing the brain. Research from the Center on the Developing Child at Harvard University has demonstrated the importance of responsive and positive experiences on brain architecture. This is particularly critical in early childhood when the child's brain is most sensitive to experiences that lay the foundation for later development and lifelong learning.

We consider that play should be recognised and appreciated for its role in establishing vital learning skills throughout our lifespan, and we need new approaches to learning that include more than just the ability to accumulate knowledge or memorise content.

As part of our "Pedagogy of Play" partnership (see page 20) we are currently investigating how we in a classroom setting are able to identify both the influencers and

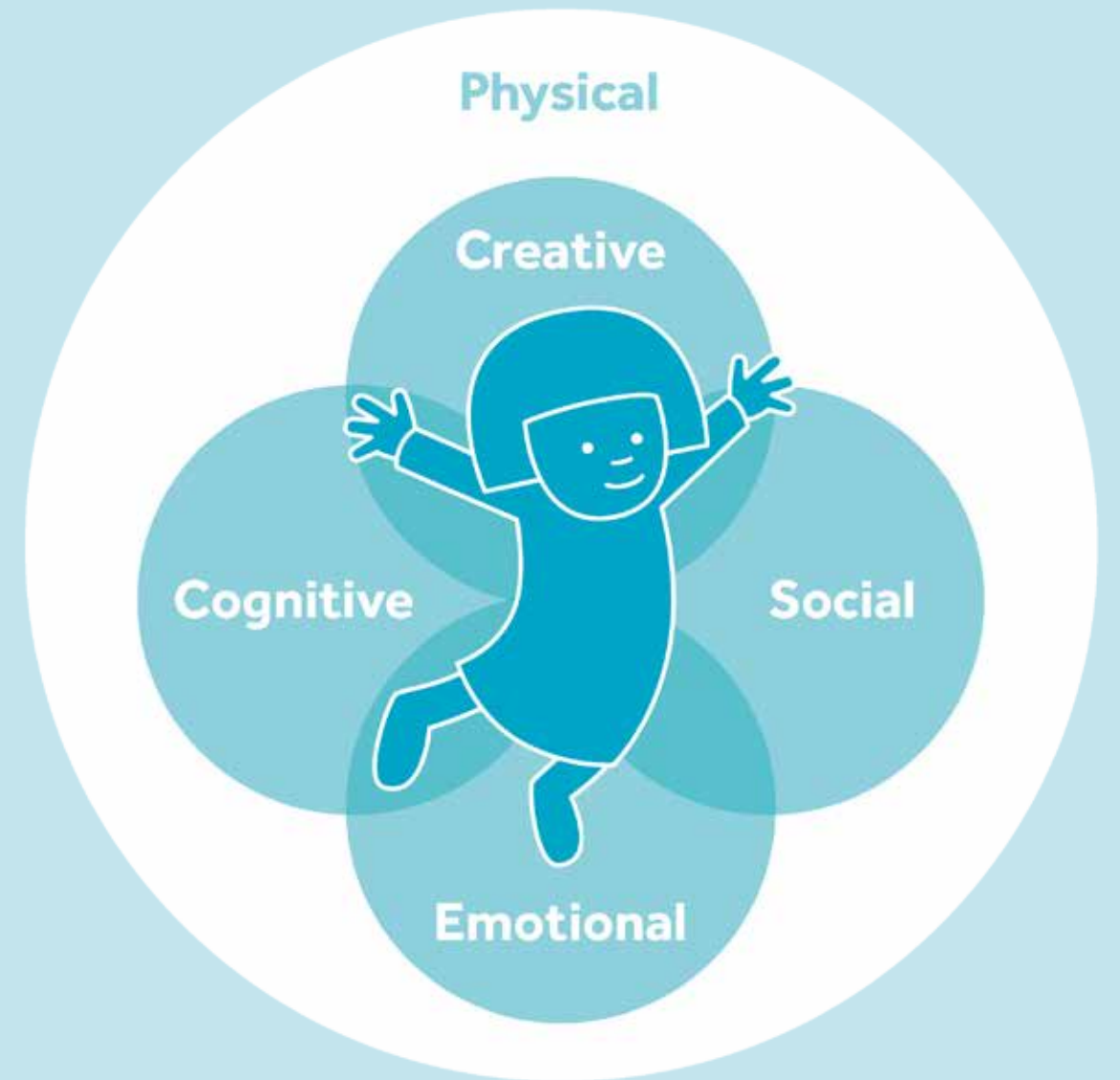
indicators of playfulness. We are learning how children will be able to play, make, share and think while being engaged with the curriculum.

And in a new partnership with Tsinghua University (see page 27) – one of China's most renowned universities – we have established the Tsinghua University Lab for Lifelong Learning, where the aim is to support play and creativity in the Chinese education system.

Learning through Play helps children develop the **emotional, cognitive, physical, creative and social skills** that have long-term benefits for becoming lifelong learners, and enable them to thrive in a constantly changing and challenging world.

That is why our work at the LEGO Foundation is about re-defining play and re-imagining learning.

In 2016, the LEGO Foundation activities amounted to DKK 378 million.



Our three focus areas ...

We want to empower children to become creative and engaged lifelong learners. To fulfil that ambition, we have established three programmatic focus areas in which we aim to place Learning through Play on the global agenda. Our objective is to ensure that the fundamental value of play is clearly understood, and that play-based learning becomes a reality for children all over the world.

Learning through Play in Early Childhood

Scientific evidence shows that the early years provide the biggest impact on a child's path through life. That's why we work to shift adult behaviour towards engaging in Learning through Play – both at home and in communities. In addition, we support the need for quality early childhood development programmes. Our early childhood development focus is primarily targeted at children up to the age of six.

Connecting Play and Education

Play-based learning should be integrated into the educational system. This will enable teachers and schools to prioritise Learning through Play, and to build capabilities for influencing traditional forms of education. This area focuses on making play a part of development and learning for children between five and twelve.

Communities of Learning through Play

At the LEGO Foundation, we work with three strategic countries – South Africa, Mexico and Denmark. These three countries experience different challenges in improving quality learning and academic results. By working with this focus area, we create synergies through partnerships and collaboration across the full learning ecosystem in each country, and we use examples of how children learn through play to emphasise its impact in practice.



... and our three ways of working

Sustainable change happens when we change attitudes and behaviours across society. The LEGO Foundation engages with organisations that are key players for children's future development – from joining forces with leading universities to collaborating in programmes with partners around the world. We work in strategic long-term partnerships with a broad range of stakeholders that together have significant potential for influencing children's Learning through Play. Our work always combines our three ways of working, which collectively enable us to reach our aim.

Evidence

We want to be thought leaders within Learning through Play. We have a strong network and collaborations with leading researchers and universities about creativity, play, learning and child development. Our overall aim is to collaborate on Learning through Play – all rooted in our Centre for Creativity, Play and Learning, as a global knowledge setup in which researchers and practitioners can develop and share insights.

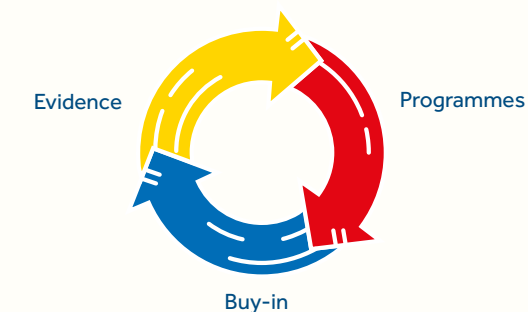
Programmes

In order to achieve maximum impact and to apply research results in practical real-world contexts – as well as providing strong foundations for additional studies – we maintain strong strategic and long-term partnerships with

practitioners around the world. We collaborate, for example, with organisations, school systems and governments on activities that focus on improving childhood development and changing children's lives through play.

Buy-in

We share our knowledge and promote Learning through Play by mobilising parents, teachers, governments and systems to help change attitudes and behaviours about how children best become lifelong learners. When putting across our message about Learning through Play, we use and apply the knowledge gained from our research partnerships around the world along with the results garnered from using Learning through Play-based ideas in practice. Our objective is to help even more people appreciate the value of these examples and adopt our methods with regard to how children best learn for life.





Learning through Play in Early Childhood

In the LEGO Foundation, we want to integrate Learning through Play in early childhood development that will empower children in the 0–6 age group to become creative and engaged lifelong learners.

At the same time, we want to shift adult behaviour to engage in Learning through Play at home and in communities – and to demand quality early childhood development programmes.

The brain develops fastest during the first three years of life, and scientific evidence shows that the biggest impact on a child's path through life can be achieved during the early years. These have therefore also risen into the limelight and have been included in the United Nations Sustainable Development Goals. The now widely cited economist and Nobel Laureate James J. Heckman has argued that the return on every dollar invested in early childhood is between 4 and 9 dollars, making it one of the highest rates of return from any area of public investment.

But play-based learning is rarely seen as an essential part of early childhood development, and parents are often overlooked as a key part of the solution.

Our focus

We seek to enhance the quality of learning in three settings:

- **Home:** Reach parents and caregivers through media, technology and home visiting programmes to convince them of the power of Learning through Play.
- **Communities:** Work with partners who can provide Learning through Play experiences in public spaces or community centres.
- **Early childhood centres** (kindergartens or pre-schools): Identify, support and adapt affordable, high-quality Learning through Play models for early childhood development centres.

[You can see examples of our work on the following pages.](#)



Accelerating innovation

The LEGO Foundation joined forces with Ashoka, the largest global network of social entrepreneurs, to identify over 40 leading play-based learning innovations around the world by 2016.

In June 2016, the LEGO Foundation and Ashoka organised the Re-Imagine Learning Globalizer Summit, which supported sixteen of these social innovators who were uniquely positioned to accelerate their scaling plans with the aim of amplifying value within the global Learning through Play agenda.

Four of the sixteen social entrepreneurs worked in the field of early childhood, collectively reaching more than 20,000 children.

Before the summit, they engaged in an intensive process to develop and refine their scaling strategies with consulting advice from Ashoka *pro bono* partners such as McKinsey & Company, and to consider the impact of their work at child level, as part of a workshop run by the Harvard Center on the Developing Child.

At the summit, the social entrepreneurs shared key learnings and explored how and when to work together to multiply their impact. Each also had mentoring sessions with Strategy Thought Partners, who were primarily experienced entrepreneurs and CEOs.

Participants at the Re-Imagine Learning Globalizer Summit in London build a learning ecosystem.



Early moments matter

Early in 2015, UNICEF and the LEGO Foundation agreed to partner on a number of joint projects for the future. One of the key joint achievements in 2016 included the development of the first-ever joint global campaign. Called #EarlyMomentsMatter, this aims to drive increased awareness of the importance of play, nutrition and protection in the first 1,000 days of children's development.

The LEGO Foundation also supported UNICEF in identifying priorities for adaptation and innovation with regard to the Care for Child Development package, the leading evidence-based parenting programme reaching millions of families globally.

As an example, one of the areas of innovation identified in Latin America and the Caribbean involves encouraging fathers to engage in responsive and supportive co-parenting that is also stimulating and positive – including actively playing with their infant children.

Together with the LEGO Group and UNICEF, in 2016 we also launched the Partners in Play campaign, which aimed at driving awareness of the importance of play for children's development. During the four-week campaign, more than 5.5 million were reached on social media.

Play every day

In 2016, Play Every Day was launched. This is a global, three-year partnership between the LEGO Foundation and the Sesame Workshop non-profit organisation, makers of the Sesame Street television show and organisers of social impact initiatives around the world.

The partnership joins Sesame Workshop's deep expertise using children's media to change mindsets and behaviours with the LEGO Foundation's knowledge about Learning through Play. In Mexico, South Africa and India, Sesame Workshop will implement activities that engage parents and children in Play Workshops designed to open parents' minds to the power of Learning through Play.

Using ongoing impact research, the project will reveal which activities and approaches are most effective.

During 2016, the project laid the foundation by:

- Establishing a global advisory panel of experts and country-level advisories on play that will ensure the activities are designed on the basis of cutting-edge evidence about play and learning.
- Engaging independent research firms to conduct in-depth needs assessments in all three countries.
- Developing prototypes of hands-on activities for the Play Workshops.





Connecting Play and Education

Establishing Learning through Play as part of the global educational agenda and promoting it as a viable solution to the challenges in our current education systems are central to our work in the education programme, where we especially focus on children aged 5–12.

The fact is that industries change rapidly and new types of jobs are being created all the time. This means we need to learn skills such as collaboration, communication, critical thinking and creativity – and this in turn requires us to rethink how children learn in school.

In addition, a lot of children still fail to achieve even minimum levels of proficiency in reading and mathematics by the end of school, according to the Sustainable Development Goals report from the UN.

As a result, governments are recognising that traditional education solutions are not enough for children to develop the skills they need for a changing world.

Already today, we help governments integrate Learning through Play into policies and curricula – and we motivate childcare centres and schools to actively use play-based approaches in their teaching practices. Furthermore, we combine our evidence base with compelling examples of

practice in order to advocate for Learning through Play on a global scale.

We need to integrate play-based learning as a part of the global educational agenda.

Our focus

- Collaborate with key academic influencers and NGOs in order to advocate for Learning through Play for policy makers.
- Promote a global dialogue around the importance of learning to go beyond literacy and numeracy and to encompass a more holistic view.
- Reach out to schools with campaigns, materials and methodologies that convince them about the power of Learning through Play.
- Build a dialogue with teacher training bodies, professional groups and trade unions to change mindsets, create a demand for change and promote training in Learning through Play.

[You can see examples of our work on the following pages.](#)



Play-based learning in schools

Play is central to how children learn and sense the world. Much is already known about the importance of play in children's development. But very little research has been done to explore what it might mean to put play at the centre of schooling. What is the relationship between play and play-based learning? How do teachers, curricula and a school community create a culture that supports a play-based pedagogy?

A partnership entitled Pedagogy of Play between the LEGO Foundation, Project Zero at the Harvard Graduate School of Education and the International School of Billund in Denmark is investigating the role of play-based learning and is exploring more broadly what it might mean to have Learning through Play at the heart of a school.

The project aspires to change the way educators, parents and policymakers think about play and play-based learning, and to develop tools and resources to support Learning through Play in schools.

The partnership was launched in August 2015 and in July 2016 Project Zero released two white papers:

- **Towards a Pedagogy of Play:** This paper shares ideas about how play-based learning can assume a central role in schools.
- **Developing a Pedagogy of Play:** Explores a new model of collaborative research and takes a deeper dive into the work with the International School of Billund.

The International School of Billund was initiated by the LEGO Foundation as a contribution to making Billund the Capital of Children – a city for and about children. The school opened in 2013 with just over 60 students, divided between kindergarten and primary school. The school completed a large expansion programme in the autumn of 2016, and now has around 250 students.

Skills for a changing world

In partnership with the Brookings Institution – a non-profit public policy organisation based in Washington, DC – the LEGO Foundation seeks to ensure that all children have access to high-quality learning opportunities.

The aim of the Skills for a Changing World project is to undertake new research and policy dialogue about how children can develop the full breadth of skills needed to succeed in life and contribute to society.

The project makes the case that skills that include creativity, problem solving and critical thinking are just as important as more traditional skills, such as literacy and numeracy.

Based upon our in-depth contextual analysis of the educational systems, we will be able to establish an understanding of existing attitudes of key stakeholders as well as opportunities for future education system reform.

The Skills for a Changing World project is continuously evolving. A series of blogs, papers and reports is available on the project's website, and more content will be added as the project moves forward.





Communities of Learning through Play

In the LEGO Foundation, we create synergies through partnerships and collaborations across the full learning ecosystem in defined geographical areas to build commitment and to create the best Learning through Play environments for children aged 0–12.

There is often a lack of holistic thinking across the learning ecosystem as well as little recognition of the possibility of using Learning through Play as a driver to help children become lifelong learners.

In the LEGO Foundation, we want to strengthen the overall focus on Learning through Play. That's why we have established three strategic focal points – Mexico, South Africa and Denmark.

In Denmark we are building on experience harvested from establishing the Capital of Children in Billund, in collaboration with the local municipality.

These three countries experience a range of different challenges with achieving academic results – from teacher absence and lack of teacher training to a rigid focus on testing and performance assessment.

We reach out to governments where we work on including Learning through Play in curricula and support its

implementation – and we work with parents in order to alter their attitudes towards Learning through Play, both at home and in their communities.

Our focus on influencing communities with Learning through Play extends across both informal and formal learning – and this draws on knowledge and results from the LEGO Foundation's two other programmatic focus areas: Learning through Play in Early Childhood and Connecting Play and Education.

Our focus

- Develop best practices for cross-sector dialogue and collaboration through new models for partnerships.
- Create commitment and engagement with regard to the overall Learning through Play agenda, from all local stakeholders.
- Advocate for the inclusion of Learning through Play in all learning environments centred around the child.

You can see examples of our work on the following pages.



Supporting children in Mexico

Even though Mexico has one of the biggest economies in the world, poverty levels remain high with more than half of Mexicans living in poverty. Inequality poses a challenge for the millions of Mexican children who do not have the same educational opportunities as their peers. The Mexican government has recognised the importance of early childhood but there is still a long road ahead to ensure that all Mexican children have access to the conditions necessary to reach their full potential.

Diego Adame, Initiatives Lead for the LEGO Foundation in Mexico, here highlights an important milestone for the Foundation's work in 2016:

Reaching 10,000 childcare centres

"Since 2015, we have supported 475 childcare centres from the biggest network of such facilities in Mexico with play materials and trainings for practitioners.

These centres are run in partnership by Desarrollo Integral de la Familia (DIF), an independent public institution with the mandate to improve the wellbeing of Mexican families, and the Mexican Ministry of Social Development (SEDESOL).

Given the success of the project, in 2016 we decided to expand our partnership to all the nearly 10,000 childcare centres in all the states of Mexico. This means that within the next five years we will reach over 300,000 children.

Furthermore, the LEGO Foundation will work closely with DIF to find innovative approaches to strengthen their training and supervision models – which will eventually lead to children having better emotional, cognitive, physical, creative and social development."

Improving learning in South Africa

The situation for the South African education system is reflected in a 2015 OECD ranking of 76 countries. South Africa ranks 75 on this list, making it one of the countries with the biggest challenges associated with improving the educational system.

Since the LEGO Foundation's very first large-scale project began in South Africa in 2008, we have been trying to incorporate more Learning through Play thinking into the formal and informal education system – working closely with government, teachers, parents and NGOs to change mindsets about the importance of play. Together, we work on reaching as many recipients as possible with our message about Learning through Play.

In 2016, we achieved good results in reaching out to important stakeholders and advocating for Learning through Play to a broader audience in South Africa – as well as getting more children involved in education programmes.

Michael Renvillard, Initiatives Lead for the LEGO Foundation in South Africa, here highlights some of the key achievements in 2016:

Play Well and Be Happy

"In November, we launched the Play Well and Be Happy initiative with Takalani Sesame. This is a new hands-on experience for children and caregivers in South Africa's Eastern Cape – home to approximately 900,000 children up to 5 years in age, where two-thirds are considered vulnerable due to their socio-economic status. We know that these children have only limited access to educational materials – leading to low literacy rates, which can negatively impact their overall educational outcomes.

With Play Well and Be Happy, we encourage play-based learning for 60,000 children and their caregivers through



registered early childhood development sites. The Play Well and Be Happy materials, featuring the loveable Takalani Sesame Muppets, include sets of LEGO® DUPLO® bricks, and are being distributed through kits circulating in schools. In addition, teachers and caregivers in the Eastern Cape will be trained to understand and adopt Learning through Play concepts."

Partnership with UNICEF

"We support UNICEF with a range of initiatives in South Africa, and in July we supported PLAY: The Conference – a three-day conference in Johannesburg where the need for training and implementation of play-based learning were in focus. The conference had 400 participants, mainly educators, but also representatives from the government, the private sector and different NGOs.

Our partnership with UNICEF will also give training about play-based learning to 150,000 teachers and early childhood development practitioners. This has a potential for impacting more than three million children and being a huge contribution to our work in South Africa."

A global research agenda

In 2016, we established the LEGO Foundation Centre for Creativity, Play and Learning in order to create an international research agenda. We work with researchers, educators and innovators who are committed to building a body of evidence about Learning through Play and the impact of play on child development and lifelong learning.

The overall aim with the Centre is to establish a thought-leader agenda within Learning through Play. We want to show the links between what people learn through play as children, and how these play-based experiences in our early years enable us to acquire the skills critical for being creative and engaged as well as learning, throughout a lifetime.

The LEGO Foundation Centre for Creativity, Play and Learning aims to address these particular challenges:

- The highly fragmented field of disciplines in research and academia, with only limited collaboration between them.
- Lack of a shared language about the value of play for children's development and learning.
- A need for a cross-cultural understanding and international examples of the benefit of children's play and learning.

Our research partners include

Aarhus University (Denmark)
BRAC University (Bangladesh)
Harvard Graduate School of Education (US)
Massachusetts Institute of Technology (US)
Tsinghua University (China)
Tufts University (US)
University of Cambridge (UK)
University of Copenhagen (Denmark)

You can see examples of our work on the following page.



Supporting creativity in Chinese schools

In 2016, the LEGO Foundation entered into a partnership with Tsinghua University – one of China's most renowned universities – and established the Tsinghua University Lab for Lifelong Learning. The aim is to support play and creativity in China, from pre-school to university.

The Lab will:

- Develop and showcase new learning tools to stimulate creative engagement.
- Study the impact of creative engagement on children's and students' learning.
- Convene decision-makers around Learning through Play.

Since its opening, the Lab for Lifelong Learning has worked with the University of Geneva to co-host a summer school, held workshops for children and students, taught courses in schools and started up research on creativity, as well as functioning as a maker space. The Lab has also had visitors from the Chinese Ministry of Education, schools, international universities and corporations – and has been featured on the BBC.

Hands-on Learning through Play

The LEGO® Idea Studio was founded in 2016 as part of the LEGO Foundation Centre for Creativity, Play and Learning. Its aim is to develop facilitated hands-on activities that invite people to experience the LEGO idea and Learning through Play.

The LEGO Idea Studio also serves as a nexus for collaboration with applied researchers from the LEGO Foundation research network, including the Lifelong Kindergarten Group at MIT Media Lab, the Tinkering Studio at the Exploratorium in San Francisco and the Reggio Children Foundation in Italy. Activities and prototypes developed here are shared freely via a worldwide network of libraries and maker spaces.

In addition to activity development, the Idea Studio's research explores new strategies for documenting and sharing moments of play-based learning.



Supporting the work of Ole Kirk's Foundation

In addition to our own activities, the LEGO Foundation supports the work of Ole Kirk's Foundation. In 2016, this support amounted to DKK 75 million.

Ole Kirk's Foundation was established in 1964 by the Kirk Kristiansen family in memory of the founder of the LEGO Group, Ole Kirk Kristiansen.

Ole Kirk's Foundation is a philanthropic foundation and supports social, cultural, humanitarian and educational causes, primarily in Denmark. The purpose of the foundation is to increase quality of life for children and their families.

In 2016, Ole Kirk's Foundation committed its largest single donation so far towards a new world-class hospital for children, young people, pregnant women and their families. This new hospital will operate as a unit within *Rigshospitalet* in Copenhagen, Denmark, and the project is a partnership between Capital Region of Denmark, *Rigshospitalet* and Ole Kirk's Foundation.

The hospital will seek to ease the vulnerable situation in which families find themselves when a child is seriously ill.

An important way to achieve this is by providing space for the family to spend comforting, quality time together, space to play, to receive care and to enjoy a moment of recreation – and to have the best possible quality of life. Furthermore, the LEGO Foundation supports the project's aims to integrate play and explore the possible links between play, relief and healing through research programmes.

The LEGO Foundation Board has committed a grant to Ole Kirk's Foundation amounting to DKK 615 million to support the Ole Kirk's Foundation funding of the new hospital. The release of funds will take place during 2017–2024, in accordance with the progress of the project.

[Read more at www.olekirksfond.dk](http://www.olekirksfond.dk)

OLE KIRK's Foundation



Together, we champion learning through play



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