

This is IKEA

A close-up photograph of moss-covered rocks in a forest. The moss is a vibrant green, and the rocks are grey and textured. The background is a soft-focus forest scene with green foliage and tree trunks. The lighting is natural, creating a serene and slightly dappled effect.

1943

STOCKHOLM 2017
Cushion
€10

Our vision

To create a better every day life
for the many people



Our business idea

Democratic design is our backbone





Our brand

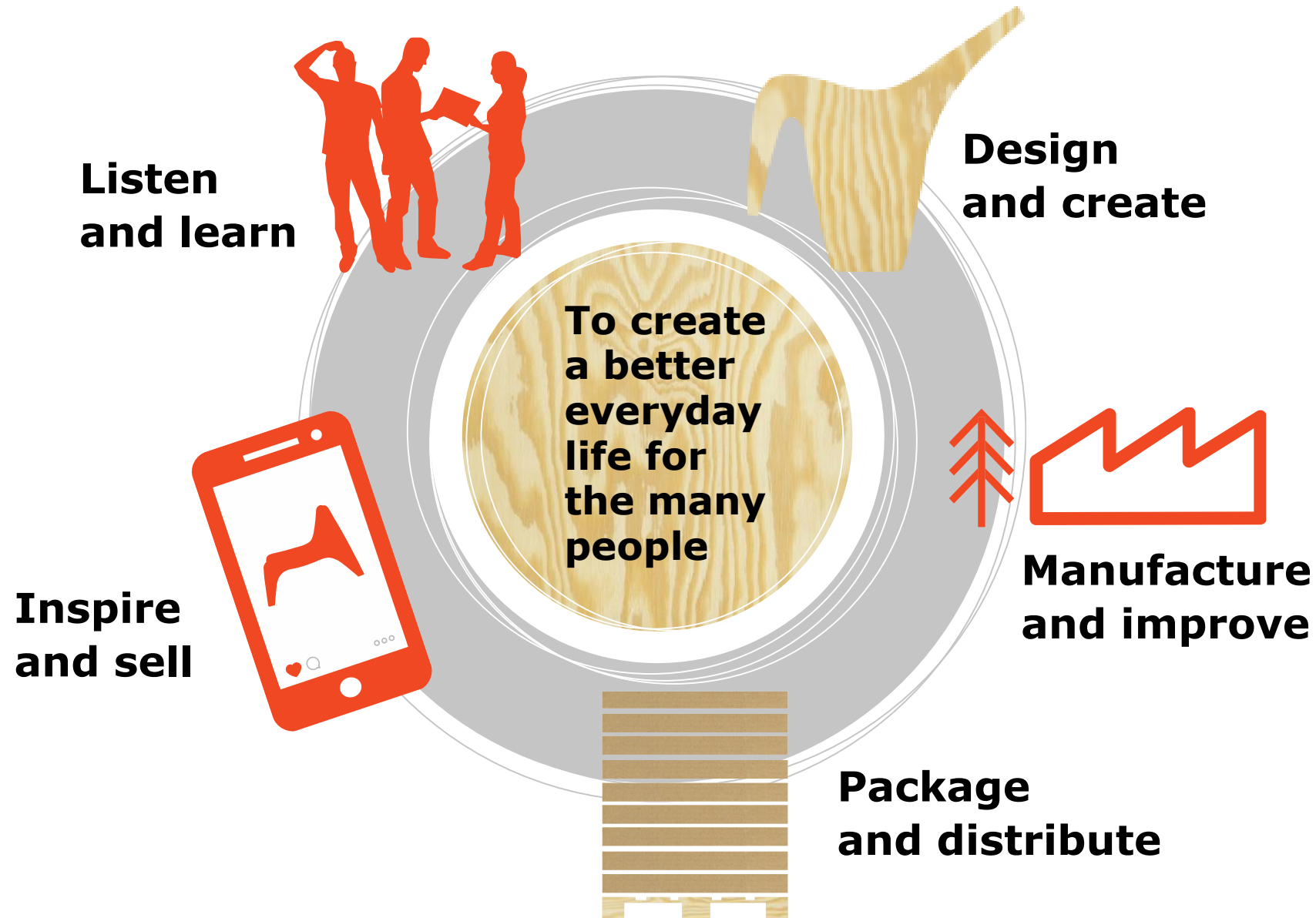
A photograph of three individuals against a solid black background. On the left is a man with dark hair and a light beard, wearing a grey t-shirt. In the center is a woman with red hair tied back, wearing a black t-shirt, looking towards the left. On the right is a bald man with glasses, wearing a black t-shirt, smiling. The text 'Our talent approach' is overlaid in white on the left side.

Our talent approach

Our value chain



The IKEA value chain



A background image of a glass bottle containing a plant with many small, brownish-yellow flowers. A large, white, bold number '1983' is overlaid on the image, centered horizontally and vertically. The number is composed of four digits: '1', '9', '8', and '3'. The '1' is a simple vertical bar with a small horizontal base. The '9' is a circle with a vertical line extending downwards. The '8' is a circle with a vertical line extending downwards. The '3' is a circle with a vertical line extending downwards. The background image is a close-up of the plant inside the bottle, with the glass of the bottle visible on the left and right sides. The plant has many small, brownish-yellow flowers and green stems. The number '1983' is the central focus of the image.

1983

Ingka Group (IKEA Retail Franchisee)

[Welcome to Ingka Group](#)




EUR 42 billion
total revenue


177,192
co-workers


3.8 billion
visits to IKEA.com


482
IKEA stores, shops and planning studios in 31 countries

44
Ingka Centres meeting places in 14 countries

 Read more about Ingka Group

 Read more about IKEA Retail

 Read more about Ingka Centres

 Read more about Ingka Investments

About Ingka Group

As the largest IKEA franchisee*, Ingka Group operates 482 IKEA stores, shops and planning studios in 31 countries, as well as worldwide IKEA e-commerce and digital solutions. Our reach and expansion are strengthened by our network of meeting places, and an active investment arm to support sustainable growth and business transformation.

One brand, many companies

IKEA is a franchise business, with many companies operating under one IKEA brand. Inter IKEA Systems B.V. is the franchisor, responsible for continuously developing the IKEA Concept and ensuring its implementation in new and existing markets. Ingka Group is the largest IKEA franchisee, generating over 89% of total IKEA Retail sales in FY22.

Ingka Group is made up of three businesses, working closely together: IKEA Retail, Ingka Centres and Ingka Investments.

IKEA Retail

IKEA Retail is our core business that operates 379 IKEA stores including city stores, as well as 103 IKEA shops and IKEA planning studios in 31 countries. IKEA Retail operates under franchise agreements with Inter IKEA Systems B.V., the worldwide IKEA franchisor. In FY22, we welcomed more than 680 million customers to our IKEA locations and IKEA.com saw more than 3.8 billion visits.

Ingka Centres

Ingka Centres is a global developer and operator of retail-led destinations for the many people that we call "meeting places". Ingka Centres has 50 years of experience in shopping centres and today works with almost 3,000 brands across its portfolio of 44 Ingka Centres meeting places in 14 countries.

Ingka Investments

Ingka Investments makes investments and acquisitions that secure Ingka Group's long-term financial strength and support our growth, business transformation, sustainability and societal commitments. Ingka Investments' activities are organised in six portfolios: Business Development Investments, Prioritised Cities Real Estate Investments, Venture & Growth Capital, Renewable Energy Investments, Forestland Investments and Financial Markets Investments.



* Ingka Group operates IKEA Retail business under franchise agreements. Ingka Centres and Ingka Investments are not under franchise agreements.

Building better into everything we do

We at Ingka Group set goals, evaluate our performance and report according to our ambition to be better in four key ways: better homes, better lives, better planet and better company.



Our passion for a better life at home is what makes us IKEA. For generations, we have been on a mission to understand the needs, challenges and aspirations of the many, bringing inspiring and affordable home furnishings to people with big dreams regardless of wallet size.

Now we are transforming our business to bring IKEA to more people, and to make healthy and sustainable living desirable and affordable for the many, not just the few.

Better homes



People are at the heart of everything we do. We want to take a leading role in creating a fairer and more equal society and improve the lives of the millions of people that interact with, or are impacted by, our company.

Starting with our co-workers and supply chain, extending to our customers, neighbourhoods, communities and society at large, we are determined to be a force for good.

Better lives



We only have one planet, the home we all share. To achieve our vision for a better everyday life for the many people, we have to play our part in tackling climate change and creating a circular economy. And we have to act now.

Ingka Group are taking bold steps across our business to help achieve the IKEA commitment to become a climate positive and circular business by 2030, and we are making it easier for our customers to act too.

Better planet



We do business with a humanistic outlook, guided by our vision and values, always adapting to a changing world. We invest 85% of our net income back into our business. This allows us to be more affordable, accessible and people and planet positive. The remaining 15% of the net income is paid as a dividend to the Stichting INGKA Foundation to achieve its charitable purpose. Nobody is entitled to the assets of the Stichting INGKA Foundation and no dividend from Ingka Group flows to any individuals.

We push to be a fair, inclusive and empowering company with good governance, equal opportunities and respect for human rights across our entire value chain.

Better company



The world we are in



Pandemic



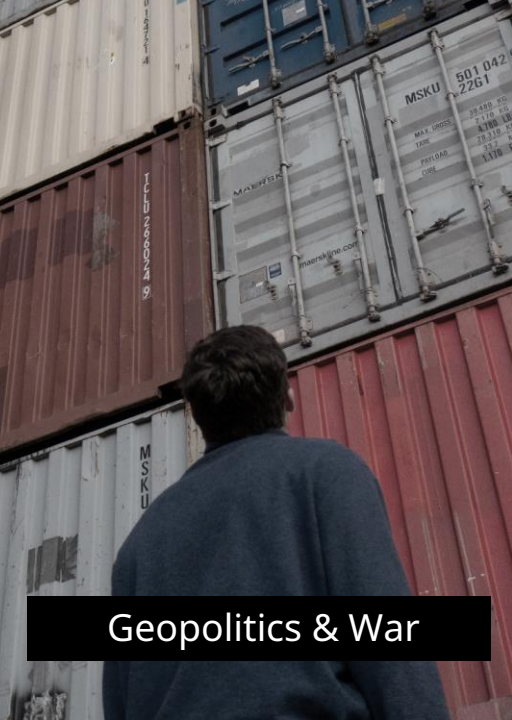
Supply



Inflation



Recession & low demand



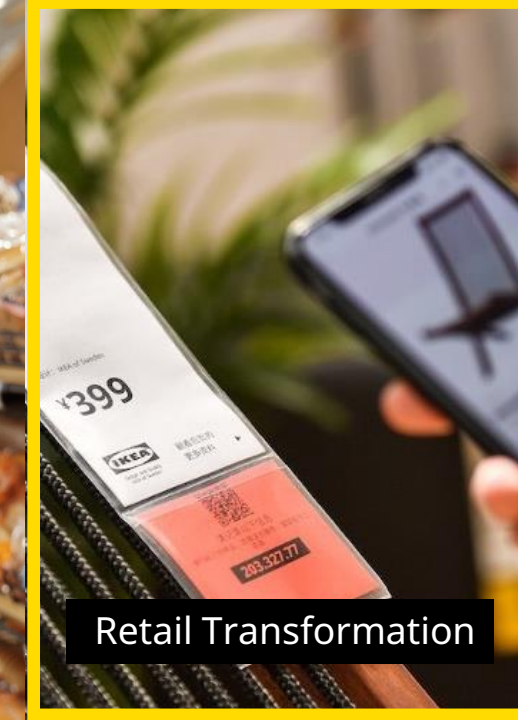
Geopolitics & War



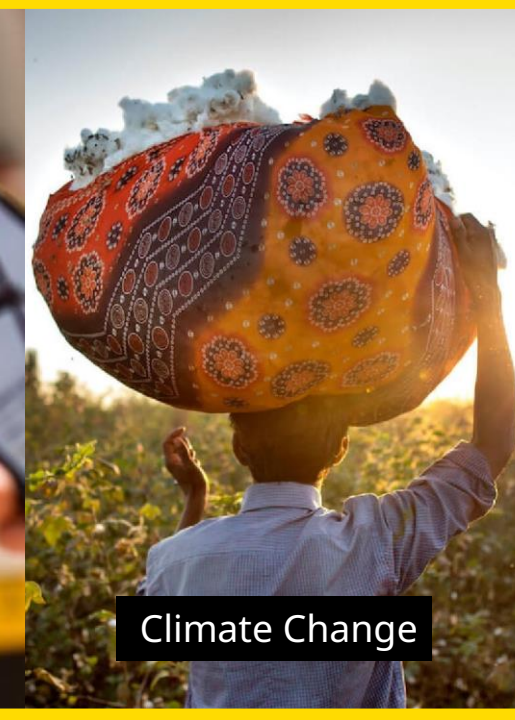
Energy Crisis



Cost of Living



Retail Transformation



Climate Change



Working together

**Radical
collaboration**

We choose to be optimistic about the future!

"Most of the job remains to be done.

Let us continue to be a group of positive fanatics who stubbornly and persistently refuse to accept the impossible, the negative.

What we want to do, we can do and will do together."





Creating a better IKEA – the journey continues

IKEA Retail Direction FY 22-24
Ingka Holding B.V.

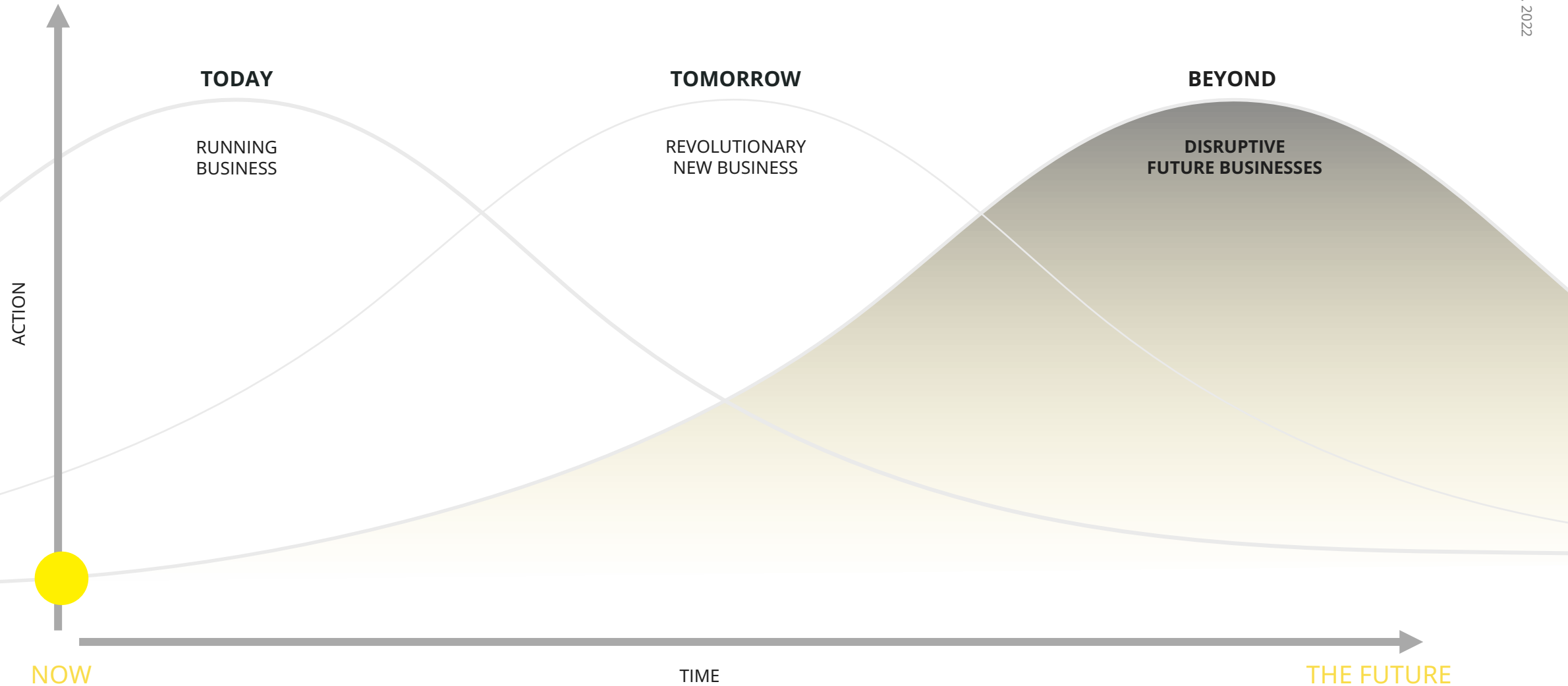
IKEA Retail Direction (Next 10 Jobs)

INGKA HOLDING B.V.



Ingka Xplore

3 Horizons - 3 Ways to Act Now



Strategic Partnership Playbook

Hej!



Strategic Partnership definition



Strategic Partnership

Is a partnership to serve a specific purpose with agreed values, goals and measurable outcomes build on trust and commitment

Trends impacting partner strategy thinking



Increasing customer expectations

- Integrated services and offerings
- Seamless omnichannel personal experience
- Speedy delivery fulfillment
- Sustainable living & housing
- Transparency & Traceability
- Affordability



Strong competition platform players

- Access to consumers and data
- Shift to different ecosystems
- Increasing costs acquiring customers
- Own private labels
- New business models



Growth interconnected ecosystems

- Due to the technology and data boundaries across industries are redefined
- Emerging consumer ecosystems in travel, healthcare, food or housing



Fast technology innovation

- Evolving Artificial intelligence
- Robotization
- Growth of voice assistance technology
- Unprecedented connectivity with 5G Wireless Technology
- Pace of technology substitution



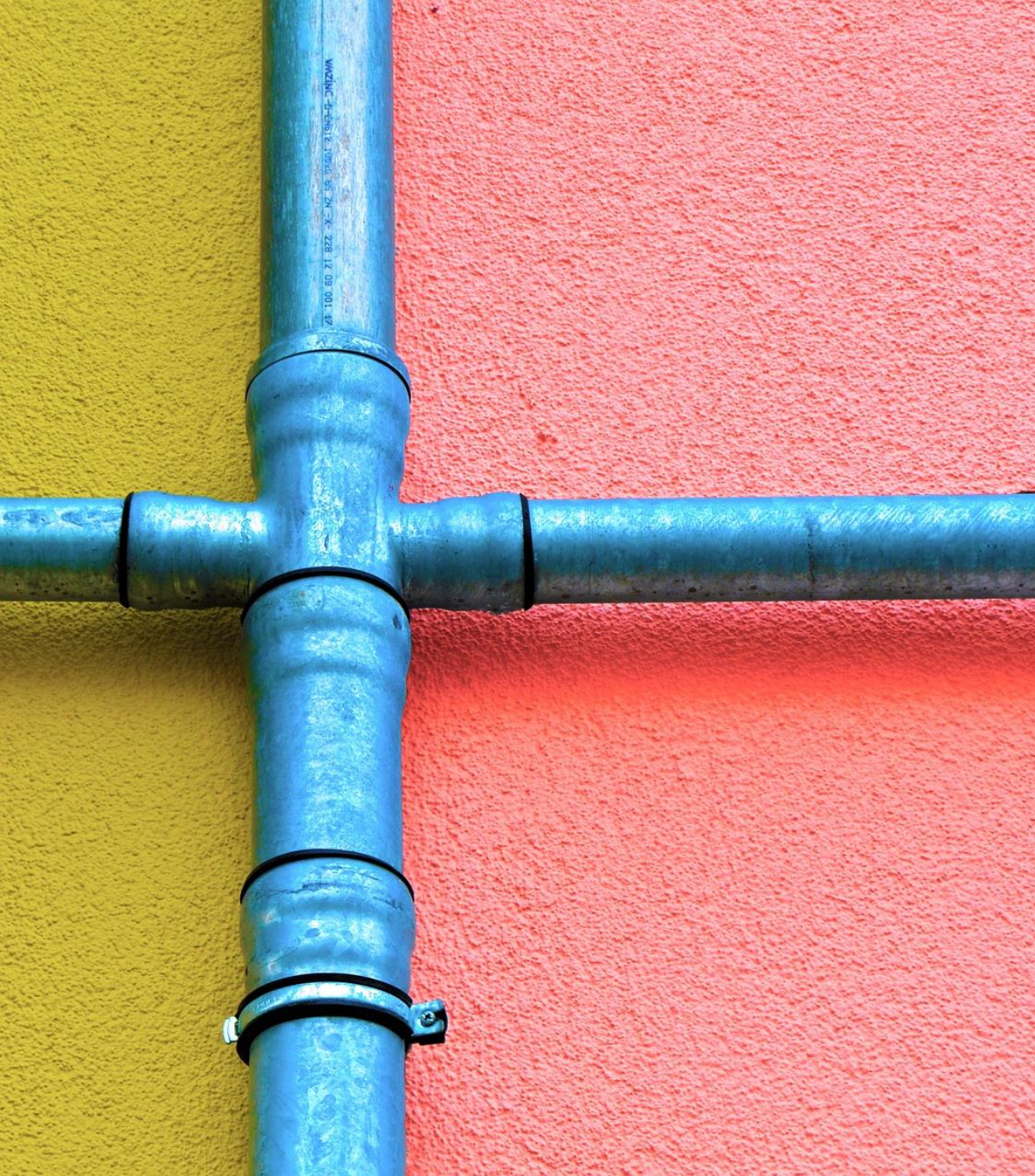
Future of Work

- Scarcity data & engineering experts and manual work (e.g., reparation, assembly, plumbing)
- COVID-19 and new technologies like Artificial Intelligence impact ways of working, attitudes, expectations and geographical boundaries



Realising sustainability goals

- Partnerships are fundamental to the UN's 17 Sustainable Development Goals
- Development renewable energy
- Scarcity of resources
- Social entrepreneur



Gap Walmart brand collaboration

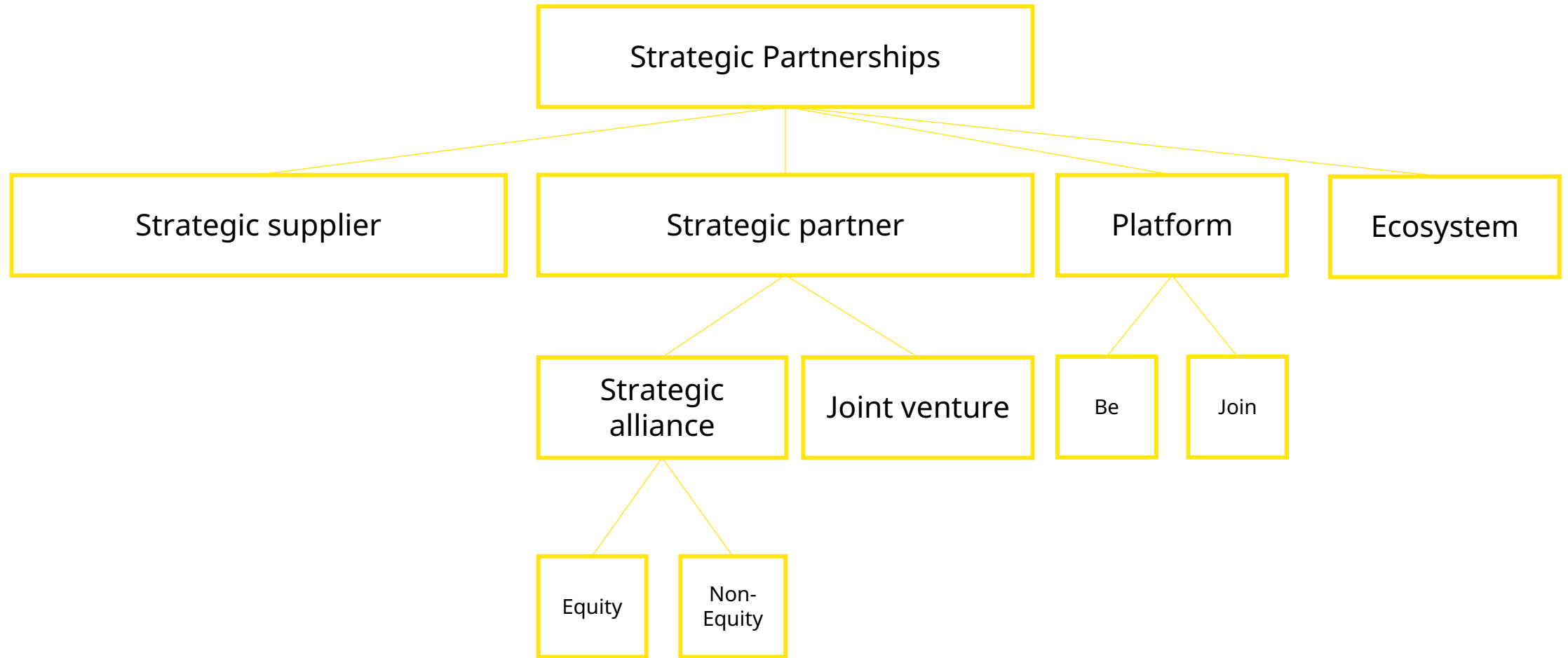
Gap and Walmart announced on May 27, 2021, a strategic partnership to introduce Gap Home, a new brand of home essentials available exclusively at Walmart.

M&S is building the future of retail together with Microsoft

Marks & Spencer, has a vision to deeply integrate machine learning, computer vision and AI across every endpoint – both in its stores and behind the scenes.

<https://customers.microsoft.com/en-gb/story/marks-and-spencer-microsoft>

There are different strategic partnership types to develop broader perspectives, to create new services and to engage with customers





Be humble and attractive to partners

- Bring value to our partners
 - IKEA Brand collaboration to strengthen partner
 - Retail knowledge and experience
 - Marketing and sales infrastructure
 - Data sharing
- Inspire with our strong culture and togetherness
- Commit to the success of the partnership
 - Shared goals and purpose
 - Partner is entrusted with confidential information
 - Bringing assets and prioritize the right people
 - Upfront commitment in most of cases
 - Joint investments and risk and reward sharing
 - High executive attention and time

A man with a beard and a dark t-shirt is shown in profile, gesturing with his hands as he explains something about a wooden frame. He is wearing a silver chain bracelet on his left wrist. In the background, several people are watching him; one man on the left has his hand to his mouth in a surprised or attentive expression. The setting appears to be a workshop or a classroom with large windows and industrial lighting.

**Let's be
curious**



TACK