

Zero Emission Delivery





3.6

billion visits to
IKEA.com

9.4 million downloads of
the IKEA app

EUR 1.2

billion net profit

(EUR 1.8 billion in FY19)
To be reinvested back into our business.



IKEA Clean Energy Services in 11 countries

Sales grew by 90% and our community of clean energy producers and consumers accumulated savings of over EUR 10 million and 63,000 tonnes of CO₂.



151 million IKEA Family members

Our most loyal customers are members of IKEA Family. More than 29,000 new members join every day!

378

IKEA stores in 30 countries

At the end of FY20 we also had:
58 smaller formats such as IKEA planning studios and IKEA shops in cities
45 Ingka Centres meeting places in 15 countries
29 Distribution Centres in 18 countries
54 Customer Distribution Centres in 16 countries



166,350

co-workers

A purpose-led company

Many of the global sustainability challenges that we're responding to in our strategy are described in the United Nations Sustainable Development Goals (SDGs). While we support all of the goals, our strategies contribute to six of them in particular.



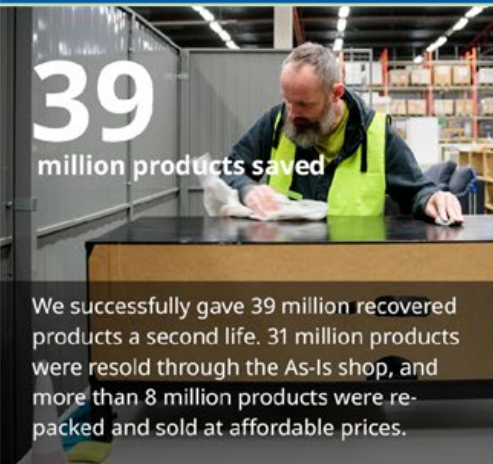
50/50

Half of our managers are women, as are more than half of our co-workers.

39

million products saved

We successfully gave 39 million recovered products a second life. 31 million products were resold through the As-Is shop, and more than 8 million products were re-packed and sold at affordable prices.



706

 million IKEA store visits

370

 million Ingka Centres meeting place visits

x 547

We have invested in 547 wind turbines and 2 solar farms in 14 countries and have 935,000 solar panels on the roofs of our IKEA stores and warehouses.



EUR 37.4

billion Ingka Group revenue
(EUR 39.2 billion in FY19)

Total IKEA Retail sales amounted to EUR 35.2 billion (EUR 36.7 billion in FY19). And online sales grew by 60%, amounting to 18% of total IKEA Retail sales.



Our Ambition:

**100% Zero
Emission Home
Deliveries by 2025**



We outsource our logistics to 3rd parties: Our Transport Service Providers (TSPs)

Model is designed to be flexible and keep costs low and variable.



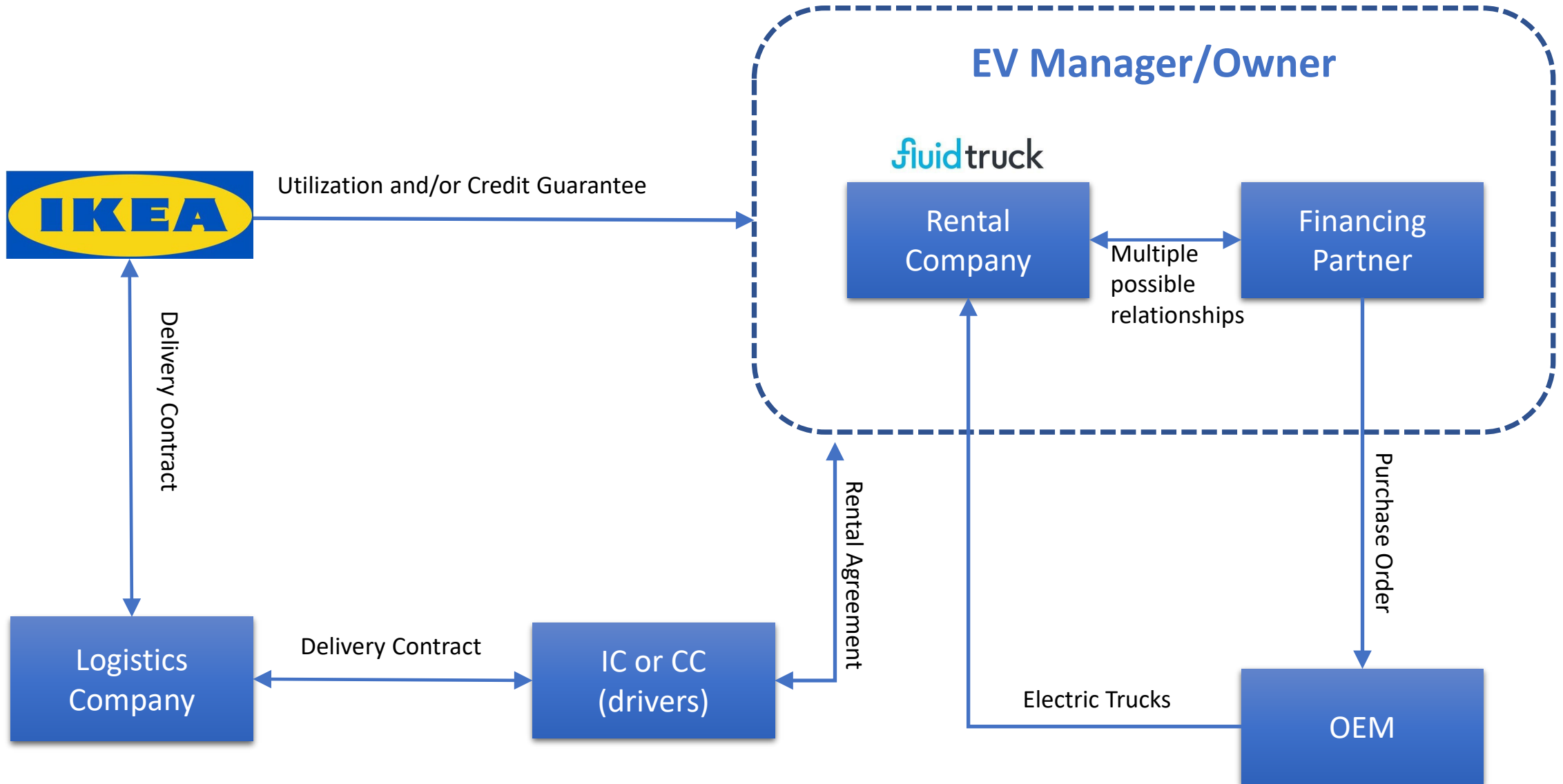
Independent Contractors (IC) or Contract Carriers (CC) are not employed by the TSP.



The vehicles are owned by the ICs or CCs and parked in ad hoc locations.



Multiple customers are comingled and distributed from the same facility to maximize route density.



Challenge: Small fleets have limited access to electric trucks

Solution: Deploy EV rental model

Learnings:

- There is a learning curve to drive to maximize range
- More batteries, more range = less payload
- Parts shortages cause delays
- New vehicle bugs
- Breakdowns cause customer disruption and lost confidence
- Requires management of rental fleet
- TSPs still learning how to price the model
- Manual process for TSP payment for EVs

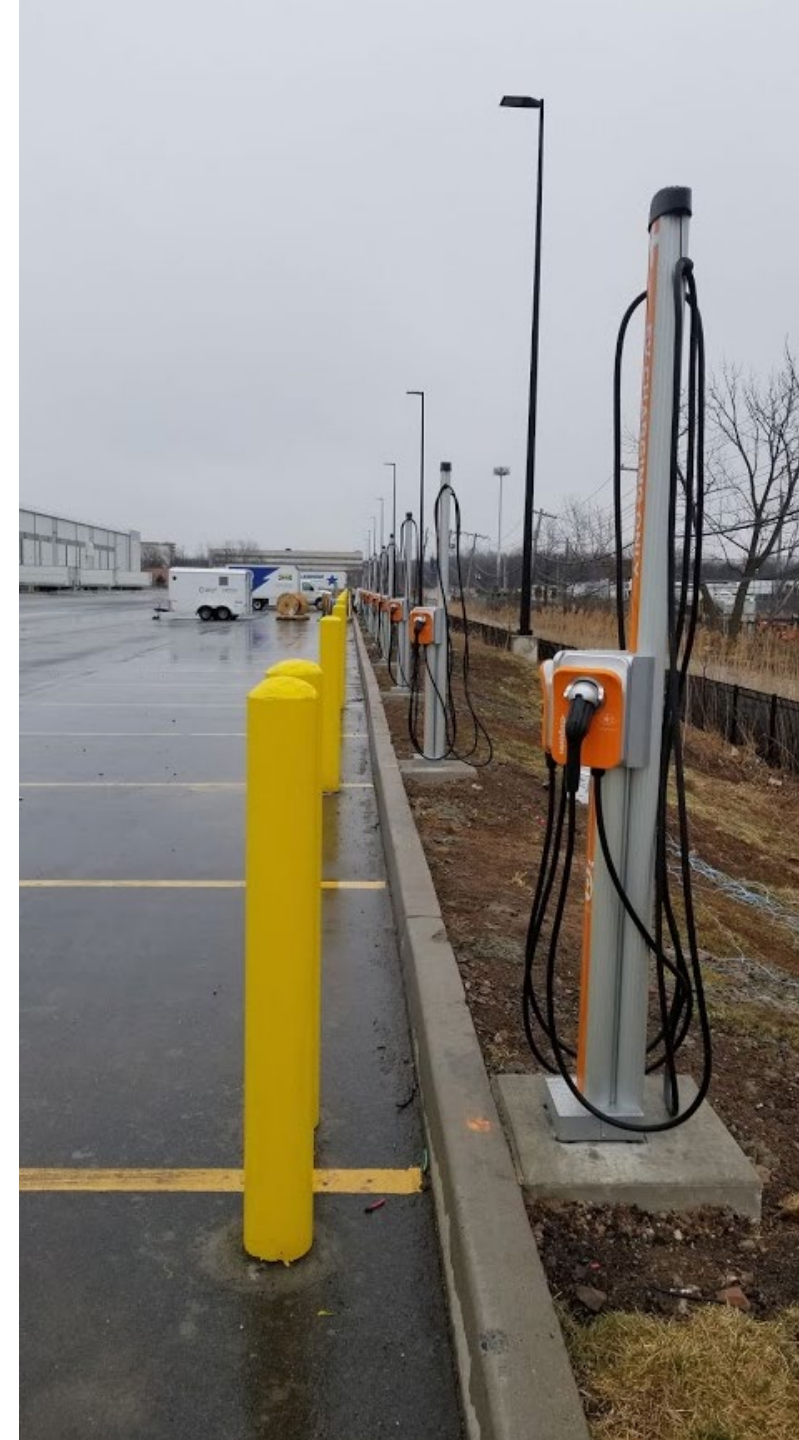


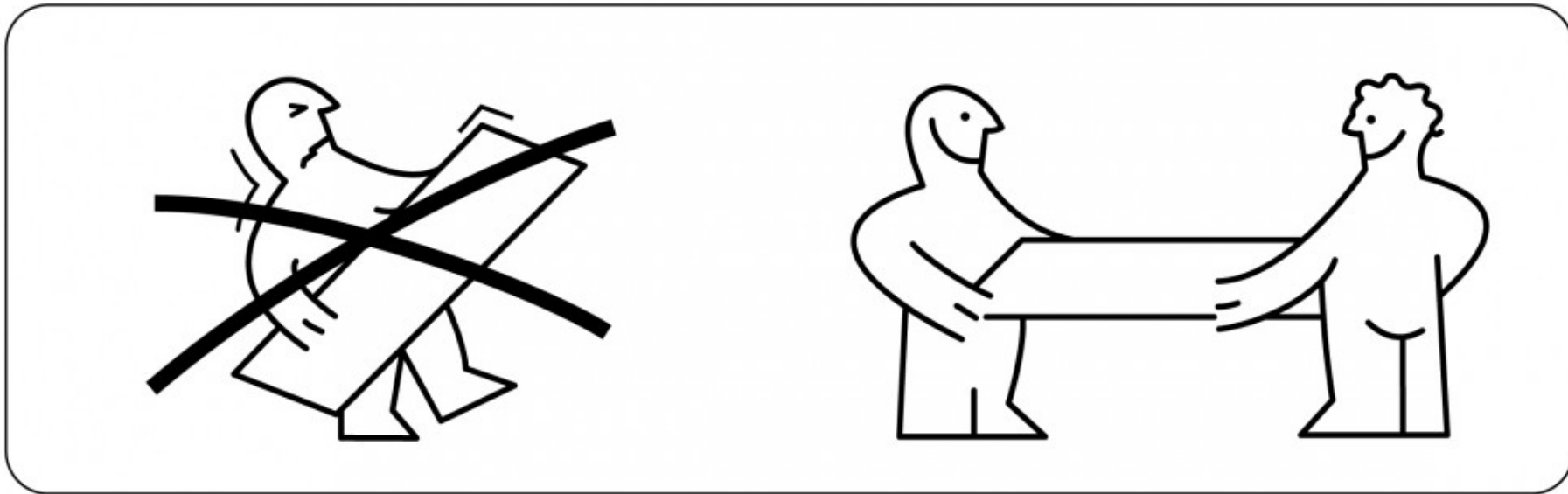
Challenge: Limited access to overnight parking and charging

Solution: Install EVSE at IKEA stores and CDCs

Learnings:

- We may need to reroute goods flow to our properties
- Drivers need to commute to their vehicle
- Trucks need access to the chargers in the late afternoon
- Drivers need a walkway to get to the trucks safely
- Limited internal bandwidth for charger construction projects
- Interoperability challenges
- Site realities – power availability
- Utility programs require paperwork and come with their own requirements
- Cold weather charging, snow removal
- Chargers become another asset to manage





Guarantee a dedicated rental fleet



Install our own EVSE



IKEA only solution

Shared use of TSP distribution centers



Shared use of electric trucks



Lower cost, flexible scaling, more EV deployment

TACK!

Swedish for Thank you!

