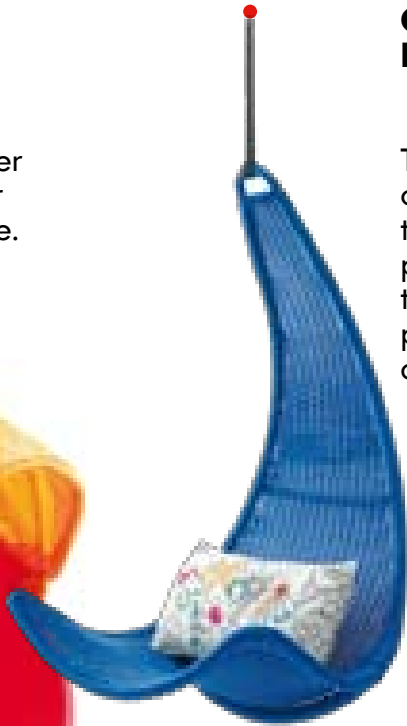
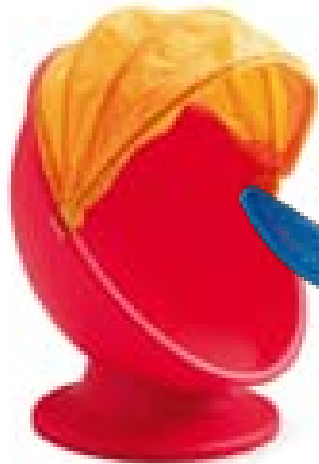


FOR THE MANY

OUR VISION

To create a better everyday life for the many people.



OUR BUSINESS IDEA

To offer a wide range of well designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.



FACTS & FIGURES

THE IKEA GROUP 2008

• **HERMAN** is a stackable chair at an unbeatable price.



• **MAMMUT** is an award-winning series designed to meet children's needs.



• **POÄNG** by Noboru Nakamura comes with a 25-year quality guarantee.



For more information about the IKEA Group, please visit your country's local website at www.IKEA.com

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A FIRM FOCUS ON OUR VISION

OUR ROOTS

are deeply set in the hard-worked soils of Småland in southern Sweden.

IKEA CO-WORKERS

in 39 countries are encouraged to grow, question and take responsibility.

PRICE TAGS COME FIRST

when we design IKEA products, so we try to make maximum use of raw materials.

FLAT PACKS

are the key to cost-effective and environmentally adapted distribution.

IKEA STORES

have everything for the home under one roof, in inspiring room settings.

THE IKEA RANGE

consists of around 9,500 home furnishing products.

2008 was another year of good growth for the IKEA Group, despite tougher times in a number of major markets. Sales during the year rose by 7 percent, and we opened 21 stores in 11 countries.

The IKEA vision is to “create a better everyday life for the many people”. With this in mind, our expansion and sales successes in Russia and China are a source of particular pleasure. Business is booming in these relatively young IKEA markets. We are continuing to expand strongly both there and in Central and Eastern Europe. In all we anticipate opening some 20 new IKEA stores in 2009.

IKEA, however, is not immune from the downturn in the world's economy. Sales are increasing less rapidly than in recent years – especially in big, established markets such as the USA, the UK and Germany.

For IKEA, a downturn in the economy means new opportunities. It means we roll up our

sleeves to become even more cost-effective. By doing so we can continue to invest in low prices and high quality in our home furnishing range, and extend the gap between us and our competitors.

Responsibility for people and the environment is playing an increasingly integral role in our operations. I think that makes good business sense for two reasons. Rising prices spur us to make even smarter use of raw materials and energy, which keeps our costs down at the same time as it moves us closer to meeting our environmental targets.

Well-informed partners in the sphere of social and environmental responsibility help us to achieve more than we could ever do alone. Cooperation with WWF has helped us to start to address climate change, while UNICEF and Save the Children help us to defend the rights of children.

Our passion for combining good design and low prices with the economical use of resources

and responsibility for people and the environment is clear in the sixth IKEA PS collection, which is being launched in stages over the year. A number of well-designed products have been developed in cooperation with talented designers who share IKEA's ambitions.

During the coming year IKEA stores will be filled with thousands of new, high quality home furnishing products at unbeatable prices, not least for kitchens and living rooms – products that, I'm sure, will inspire our many customers to create a better everyday life at home.



Anders Dahlvig
President & CEO
The IKEA Group



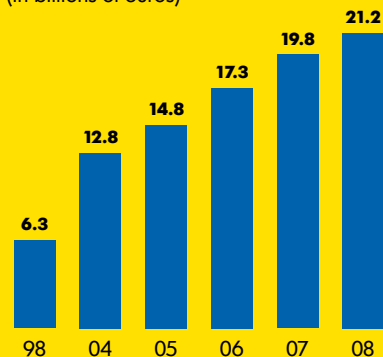
IKEA AT A GLANCE

THE IKEA STORES

The IKEA Group opened 21 new stores during the year. In August 2008 there were 253 IKEA stores, which welcomed a total of 565 million visitors during the year. A further 32 stores are owned and run by franchisees outside the IKEA Group.

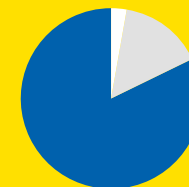
For an up-to-date list of all IKEA Group stores, please visit: www.IKEA.com

Sales 1998–2008 (in billions of euros)



Sales by region

- Asia and Australia 3%
- North America 15%
- Europe 82%



Top five sales countries

- Germany 15%
- USA 10%
- France 10%
- UK 7%
- Sweden 6%

THE IKEA RANGE

comprises 9,500 products that are largely the same in all IKEA stores.

THE IKEA CATALOGUE

was printed in 27 languages and 52 editions. A total of 198 million catalogues were published.

IKEA FOOD SERVICES

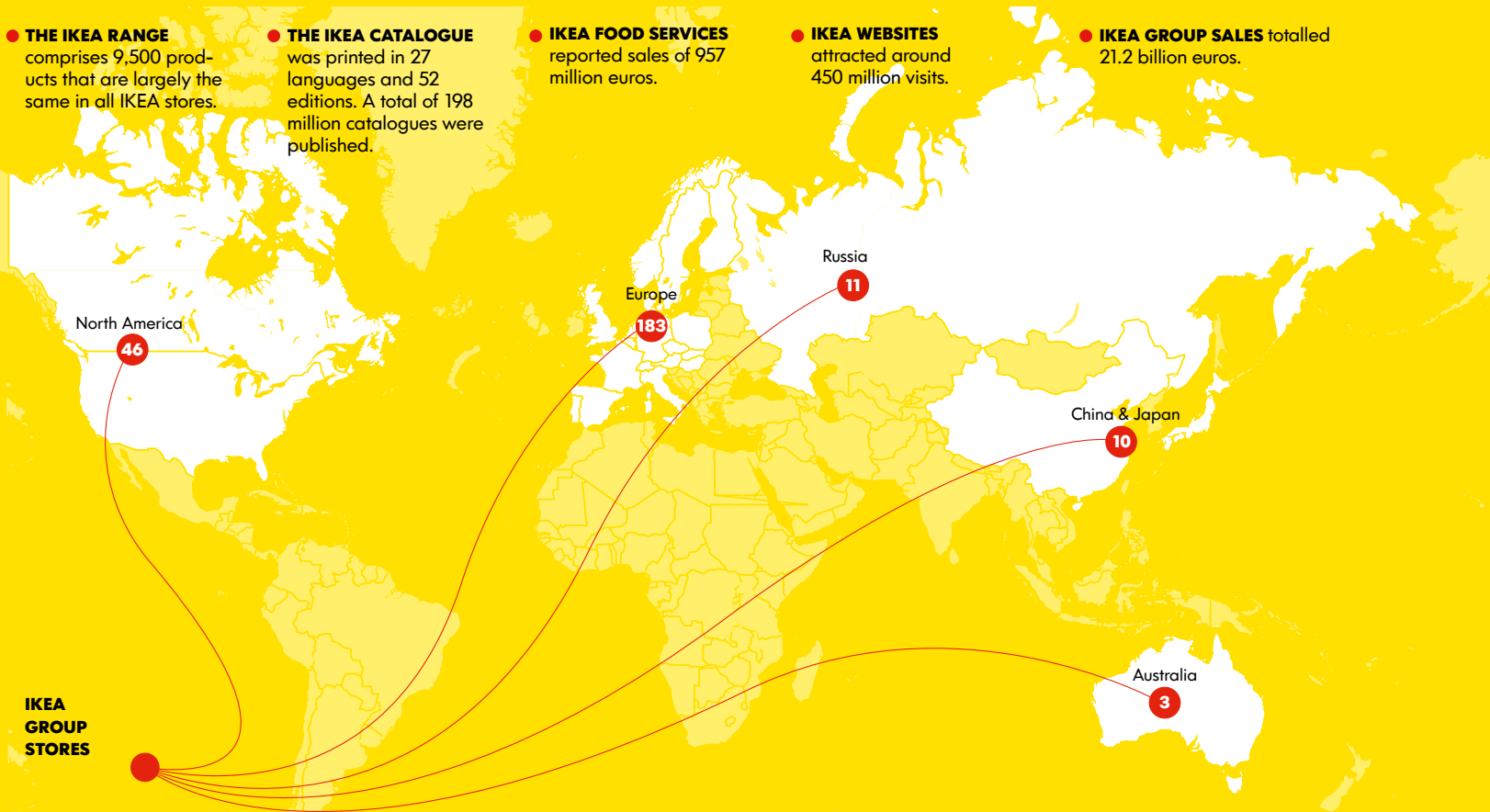
reported sales of 957 million euros.

IKEA WEBSITES

attracted around 450 million visits.

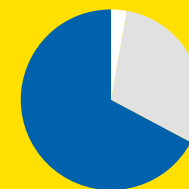
IKEA GROUP SALES

totalled 21.2 billion euros.



Purchasing by region

- North America 3%
- Asia 30%
- Europe 67%



Top five purchasing countries

- China 21%
- Poland 17%
- Italy 8%
- Sweden 6%
- Germany 6%

IKEA GROUP STORES

THE IKEA GROUP had – in August 2008 – 253 stores in 24 countries, 41 trading service offices in 30 countries, and 27 distribution centres and 11 customer distribution centres in 16 countries.

IKEA SUPPLIERS numbered 1,380 in 54 countries.

IKEA FAMILY had 21 million members in 18 countries.

THE SWEDWOOD GROUP is the IKEA industrial group with 17,100 co-workers and 49 factories and sawmills in 11 countries.

IKEA GROUP CO-WORKERS totalled 127,800 in 39 countries.

Co-workers by function

- Purchasing, distribution, wholesale, range and other 14,500
- Swedwood Group 17,100
- Retail 96,200



Co-workers by region

- Asia and Australia 7,650
- North America 16,800
- Europe 103,350





MOST THINGS STILL REMAIN TO BE DONE

The roots and soul of IKEA lie in the hard-worked soil of Småland in southern Sweden. It was here the farmer's son Ingvar Kamrad founded the company, using his own initials and those of the family farm, Elmtaryd, and the nearest village, Agunnaryd, to create its name.

His business career began as a 17-year old, cycling around the neighbourhood selling pens, Christmas cards and packets of seeds. Five years later, the first item of furniture was added to the IKEA range in the form of RUT armchair.



Even today the humble origins of Ingvar Kamrad, his respect for money, the will to renew and courage to shoulder responsibility form the basis for the values of the vibrant IKEA corporate culture. Self-criticism and humbleness have led him to surround himself with people who compensate for his own weaknesses – IKEA co-workers, who he is proud to call his family.

He retired as Group President in 1986 and no longer owns IKEA, but Ingvar Kamrad has never forsaken his “family”. He works tirelessly as an advisor to senior management and continues to set a good example on his travels around the IKEA world by inspiring co-workers and enthusiastically proving that nothing is impossible.

Ingvar Kamrad has never lost sight of his vision of creating a better everyday life for the many people. This means that he keeps a close eye on the business as a critical store customer and a watchdog for quality and concept – making sure customers always get a good deal at IKEA.

His insights into furniture design and manufacturing are combined with a unique instinct for practical details, and Ingvar Kamrad is famed far and wide as a brilliant entrepreneur. Even so, he has said of his life's work, “Most things still remain to be done. A glorious future!”