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Welcome to the 2023 IKEA Canada Summary Report. Although I only recently joined the Canadian organization from IKEA U.S., I'm proud of the incredible accomplishments that were achieved in Fiscal Year 2023. Our 7,200+ co-workers welcomed 28.6 million customers into our stores and 166.4 million online.

Our total sales grew by 10.9% to \$2.9 billion, as many looked to IKEA for affordable products and services that were not only value for their money, but also their time. Our IKEA Food sales also increased by 27% to \$123 million as we provided our customers with healthy and affordable food options in our restaurants, bistros, and IKEA Swedish Food Markets.

While we experienced positive sales growth, IKEA Canada also saw positive movement in our journey to create lasting relationships with our co-workers. As a purpose-led brand, built with the powerful vision to create a better everyday life for the many people, we <u>launched an employer brand campaign</u> featuring co-worker stories from across the country. We infused the Build your career with IKEA campaign throughout our business – to understand our purpose as co-workers and how we recruit future talent.

A big TACK for being here!

#### **Selwyn Crittendon**

CEO and Chief Sustainability Officer, IKEA Canada



#### **FUN FACTS!**

In this year's report, we've introduced commercial fun facts to give you a peek into consumer behaviours and how they've been impacted by current events.

Message from our CEO IKEA Canada Summary Report 2023

# Results at a glance

\$2.9B

total sales

\$826M

online sales

28.6M

store visits

166.4M

online visits
12.2% decrease

\$123M

food sales 27% increase

1.61 M orders delivered

602,260

Click and collect orders

September 1, 2022, to August 31, 2023 Stats compared to FY22

## Canadians enjoyed:

**6 15.6M+** meatballs

**2.1M+** plant balls

**3M+** hot dogs

1.7M+ frozen yogurts

#### **DID YOU KNOW?**

**TROFAST** is our number one family of products in Children's Storage. This year, we sold over **750,000** pieces of TROFAST which equates to **\$11.4M** in sales.

Results at a glance IKEA Canada Summary Report 2023

## Celebrating 80 Years of Innovation

With 80 years of home furnishing and life at home experience globally and over 47 years in the Canadian market, we are constantly innovating to meet people's dreams and needs with products, services and solutions that are affordable, accessible, and sustainable.

On July 28, 1943, Ingvar Kamprad founded IKEA in the small town of Älmhult in Småland, Sweden. Today, IKEA is represented across 63 markets globally with 468 IKEA touchpoints, physically visited by 860 million customers, 3.8 billion online visits, and most importantly more than 219,000 co-workers who are passionate about creating a better everyday life at home.\*



#### **DID YOU KNOW?**

**IKEA** is named after the initials of founder Ingvar Kamprad; **E**lmtaryd, the farm on which he grew up; and **A**gunnaryd, the nearby village.

\*According to figures for FY23 (September 1, 2022 to August 31, 2023)



We know our customers' lives are changing. To meet their needs and dreams, we're continuously taking bold steps to become more accessible, affordable, and sustainable for the many Canadians.



#### There's no space like home

Our annual Life at Home report explores the everyday realities consumers are facing and what their home means to them. Last year, we heard from over 37,000 people living in spaces of all shapes and sizes across 37 countries. With global cost of living top of mind, findings show that we are trying to make the most of our homes.

According to this year's report, two thirds of Canadians are concerned with the economy and more than half with household finances. The impact of climate change is a top concern in 55% of people's lives while four in 10 Canadians expect the increased cost of living to negatively impact their interests, including experiences, travel, and restaurant visits.

During these challenging times, homes serve as refuge for many Canadians. Seven in 10 feel they can be themselves at home; and over a third feel more positive about their home, compared to the same time last year. The IKEA Life at Home report also shows that Canadians are more likely to find comfort and ownership important, compared to the global average.

As Canadians continue to adjust to meet the diverse needs of their home, we remain committed to providing quality and affordable solutions whenever and wherever they choose to meet us.

#### Inspiring healthier, more sustainable lives

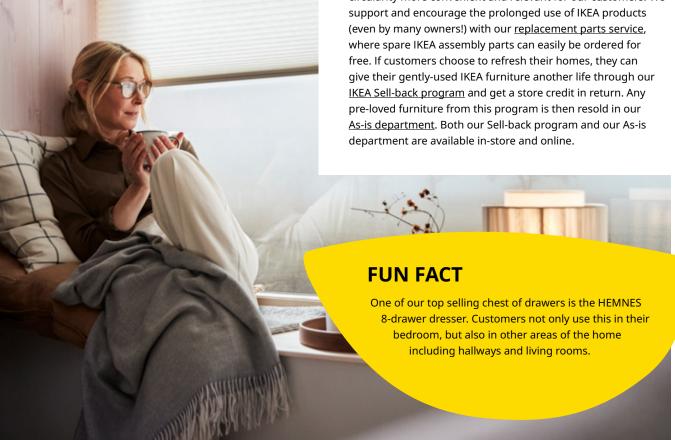
Our ambition for 2030 is to inspire and enable more than one billion people to live a better everyday life within the boundaries of the planet.

A vital part of this is making healthier and more sustainable living the easy and affordable choice for the many. We develop products and services that enable people to make more sustainable choices and make it easy for them to reduce food waste, eat more plant-based food, save energy and water, and care for and pass on IKEA products.

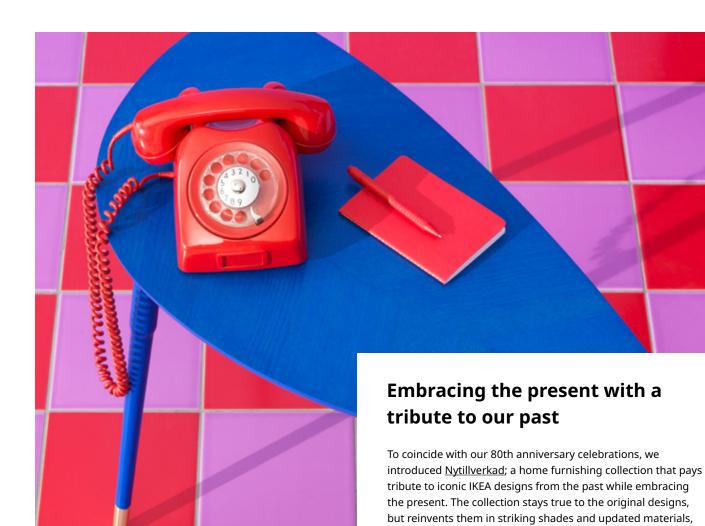
#### Quality home furnishings, affordable for the many

At IKEA, we provide affordable solutions for the many, empowering our customers to design homes that not only meet their needs and dreams, but they are proud to live in. We call it meaningful affordability: it means the total value is worth your money, time, and effort. To do this, we ensure our products are easy to buy, deliver, assemble, and use.

When shopping or working with IKEA, people don't have to compromise between value and their values. With our focus and commitment to being People + Planet Positive, we're working to become a circular business and are finding new ways to make circularity more convenient and relevant for our customers. We



**Inspiring Better Homes IKEA Canada Summary Report 2023** 



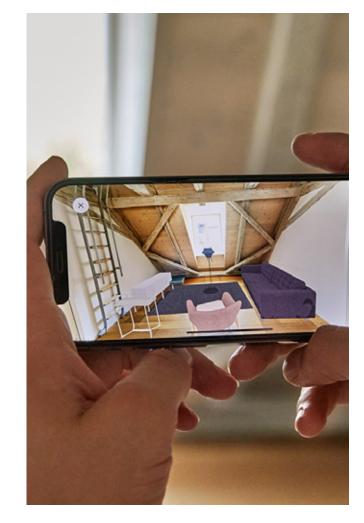


# "At IKEA, the past, the present, and the future are all connected," says Fredrika Inger, Managing Director at IKEA of Sweden. "We've designed many functional and beautiful home furnishing products during the last 80 years, and it's only natural that we get curious about our achievements in the past. With Nytillverkad, we are returning to the future, again. In multiple launches over the next few years, we will release a series of carefully selected products from our design archive, updated to match the bold outlook of the next generation. We are happy to bring back these timeless designs truly appreciated by the customers over the years."

resulting in a range of products that dares to be timeless.

#### A Kreativ approach to design

We launched a new and intuitive AI experience that enables customers to integrate and visualize design solutions in their own living spaces. The technology combines decades of life at home expertise with the latest developments in spatial computing, machine learning and 3D mixed reality. IKEA Kreativ is another milestone in our omnichannel transformation journey, helping simplify the design process and empower customers to create spaces that reflect their lifestyles—all without leaving the comfort of their own homes.



Inspiring Better Homes IKEA Canada Summary Report 2023

## Together, we are brilliant

Every item in the IKEA range starts as an idea. Most are developed by our brilliant in-house design team, but some limited collections are created in partnership with iconic designers and brands that think differently from us, allowing us to explore new possibilities to create a better everyday life for the many people. We saw exciting partnerships emerge with the release of exclusive new collections. Here are a few highlights.











We're on a life-long journey to help create a fairer and more equal society. We know that equality is the foundation of creating a better everyday life for the many, so we've committed to integrating equality, diversity, and inclusion into all aspects of our business; putting people at the heart of everything we do.



#### **Caring for our co-workers**

In a changing world, IKEA remains committed to creating a better business, better lives, and a better planet. And first and foremost, we are committed to a good life for our own coworkers. We have promised to stand by their side, especially as cost-of-living increases – and that's what we will continue to do today and in the future.

At the start of Fiscal Year 2023, we introduced actions to support co-workers during the cost-of-living crisis. One of the initiatives was doubling of the employee discount on our Swedish Food Market items and over 2,000 home furnishing articles and energy saving products. Another was the Ingka Social Fund—a way for co-workers to apply for financial support if they found

themselves in an emergency. The program closed in August, providing a total of 275 grants of up to \$1,250 per application to Canadian co-workers.

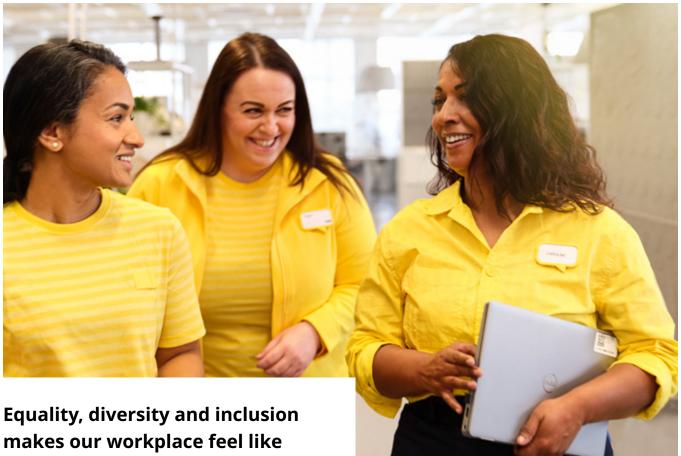
Mental health continues to be a top priority, and in Fiscal Year 2024 we are launching <u>The Working Mind</u>, a new training program available for our many co-workers. This evidence-based program from the Mental Health Commission of Canada is designed to promote mental wellness and reduce the stigma around mental illness in the workplace.

Along with this training, our co-workers have access to resources including mental health practitioners; paid Wellness

Days; an Employee Assistance Program offering access to experts and resources to support mental, physical, and financial wellbeing; additional learning offers; and Wellness Spending which can be used for a wide range of health services such as alternative medicine, holistic health services, Indigenous traditional healing practices, and gender affirmation.

These actions demonstrate our commitment to being a meaningful employer and supporting our co-workers, while at the same time, balancing the needs of our business, always guided by our values. We are building an IKEA for generations to come.

Creating Better Lives IKEA Canada Summary Report 2023



#### **Build your career with IKEA**

Canadians want to work and shop with purpose-led brands and expect greater transparency and accountability from businesses to do right by their people, society, and the environment.

As one of the world's original purpose-led brands, built with the powerful vision to create a better everyday life for the many people, we launched a refreshed employer brand campaign in May 2023 featuring stories of co-workers from across the country. Build your career with IKEA is infused throughout our business - not just in our ads, but in the way we understand our purpose as co-workers and how we recruit future talent.

#### **Co-worker Resource Groups**

In support of our Equality Plan, we continue to work with Coworker Resource Groups (CRGs) to promote an inclusive culture where everyone can be themselves and contribute to making IKEA Canada a great place to work. CRGs support co-workers who are racialized, Indigenous, and 2SLGBTQ+, as well as aiming for gender balance in the workplace; giving all an opportunity to communicate with each other, allies, and leaders at IKEA. The mission of CRGs is to positively influence the work environment by helping members and allies be better versions of themselves; advocate for learning and development opportunities; and represent the diversity at IKEA Canada while attracting talent.

In February 2023, all three CRGs hosted a virtual Knowledge Series to celebrate Black History Month. The sessions were developed around the concept of intersectionality, featuring quest speakers: Debbie Owusu-Akyeeah, Executive Director at The Canadian Centre for Gender & Sexual Diversity (CCGSD); Suzanne Duncan, Co-Founder, The Canadian Black Standard, a networking and advocacy platform addressing systemic barriers to employment advancement and the inclusion of Black Canadian women in Marketing; and Miali-Elise Coley-Sudlovenick, Playright and textile designer, owner of Allurvik, virtual Inuktut tutoring and consulting.

#### **DID YOU KNOW?**

In Canada, we're proud that 51% of our managers and 52% of our co-workers are women. As part of our Equality Plan, we will continue to work towards gender balance in every unit, function, and level to ensure we are building an organization that reflects the diversity of our communities.

## home

We've learned that diverse teams produce more unique ideas and help us to better understand and support the communities we operate in. Diversity also enables us to grow as an organization.

In July 2023, we were once again recognized on the Forbes list of Canada's Best Employers for Diversity. This prestigious designation is awarded to companies leading the way in the areas of age, gender equality, ethnicity, disability, 2SLGBTQ+, and general diversity. We're proud to be part of this list of leading employers, as we are committed to integrating equality, diversity, and inclusion into all aspects of our business including ways of working, policies, processes, and customer interactions.

**Creating Better Lives** 

# Supporting the communities we serve



A new community space opened at IKEA Halifax in May 2023, anchored around mural by Mi'kmaq artist Lorne Julien.

### IKEA Neighbourhood approach for a better lives

We're transitioning from short-term impact initiatives to initiatives with lasting, positive change in society. Our IKEA Neighbourhood approach focuses on individuals and groups experiencing or at risk of experiencing poverty and social exclusion within our local neighborhoods.

An example of this is the collaboration between IKEA Winnipeg and the Four Arrows Regional Health Authority (FARHA). Located in the Island Lake region, FARHA is an organization dedicated to improving health conditions and services for the community, with a specific focus on reversing generational trauma and revitalizing Indigenous history and culture. IKEA Winnipeg has actively been involved in providing home furnishing design assistance and making in-kind donations to help set up a Community Hub. The Community Hub serves as a focal point for children's programs aimed at addressing long-term impact of generational trauma and a platform for Indigenous elders to share their knowledge with the community, fostering cultural understanding and appreciation. By collaborating with FARHA, IKEA Winnipeg has contributed to the well-being and selfdetermination of the local Indigenous community, ultimately striving for a more inclusive and culturally rich society. This is one of the many examples of how we engage with local communities.

#### **Indigenous Reconciliation**

In 2021, we established our Indigenous Reconciliation Strategy, in alignment with our Equality Plan and in consultation with the Indigenous community. The strategy continues to evolve and unfold under three key pillars: learning and teaching, collaboration and amplification, and reciprocity with Indigenous communities. In units across Canada, we celebrate National Indigenous Peoples days to recognize the unique heritage, diverse cultures, and outstanding contributions of Indigenous people, along with our commitment to Reconciliation.

#### Relief for wildfire victims

This year, wildfires caused significant disruptions in Canadian communities, leading to homes being lost and residents being forcibly evacuated. To show support, IKEA and the Canadian Red Cross launched a donation matching initiative, matching customers' donations up to \$10,000 per affected province. The federal and provincial governments matched donations to Alberta and Nova Scotia wildfire appeals, turning every dollar into \$4 for the cause. IKEA units in affected areas also organized donations to support local community partners, including donations for Mamas for Mamas in B.C. and emergency relief for evacuation and fire command centres in Halifax. These initiatives demonstrate the power of community and organizational responsibility in adversity.

#### **Pride & acceptance for all**

We have always stood for 'the many people', an idea that does not discriminate. At IKEA, we are committed to building a world where people of all sexual orientations and gender identities can feel at home, wherever they are. Each year on IDAHOTB and during Pride season, we rally for acceptance of the 2SLGBTQ+ community.

Canadian co-workers proudly participate in local Pride marches and festivals nationwide, celebrating the history, courage, and diversity of the 2SLGBTQ+ community. For the past six years in honour of Pride, we have donated the proceeds of our STORSTOMMA bags to 2SLGBTQ+ organizations. This year, we donated \$40,000 to select 2SLGBTQ+ organizations across Canada that push progress forward and advocate for positive change in local communities.



Greater Toronto Area co-workers take part in Toronto Pride Parade.



As Canada's largest home furnishing retailer, we believe it's our responsibility to have a positive impact on people and the planet. With our <u>People & Planet Positive Strategy</u>, we're taking bold steps to achieve our goal of becoming a climate positive and circular business by 2030 and we're making it easier for our customers to join this movement.

#### Sustainability highlights



14,012 solar panels

produced 4,083,261 kWh



2 wind farms

produced 377,578,851 kWh of generated power



4 geothermal properties



**80 EV chargers** 

for customers and co-workers



**16 EV charging stations** 

dedicated for commercial trucks



38,551 deliveries

completed by electric delivery trucks



1,552,117 packages of LED bulbs sold

\*Data from September 1, 2022 to August 31, 2023



Change for a Better Planet IKEA Canada Summary Report 2023



GoBolt truck recharges at a new commercial charging station at IKEA Ottawa.

## Driving change with investments in electric vehicle charging infrastructure

We are proud to lead the way as a sustainable retailer by investing in our electric vehicle (EV) charging infrastructure. Last year, we installed 14 new EV chargers dedicated for home delivery trucks which enabled over 38,500 zero emission home deliveries across Canada. There are a total of 96 EV chargers installed nationwide for both fleet and public charging, with many more planned for this year. Our recent investments support our goal of reaching 100 per cent zero-emission home deliveries by 2025, and a 50 per cent reduction in co-worker and customer emissions by 2030.

#### Assembly guide for a better future

No matter where we live in the world, the effects of climate change are more noticeable than ever before. Now is the time to act so we can ensure a safe and prosperous life for all on the planet we call home. In 2023, all co-workers received the Assembly guide for a better future book that discusses climate change and its causes, with tips and inspiration that can be shared with our customers, colleagues, friends, and family.

The launch of the Assembly guide was truly celebrated by our co-workers. Our Vancouver Customer Distribution Centre (CDC) didn't just launch the Assembly guide; they turned it into a celebration of sustainability. They organized a planting event for their site garden, demonstrating that sustainability goes together with nurturing the earth. On their patio, they cultivated an array of flowers and herbs, including mint, peppermint, rosemary, and pea shoot plants. This initiative by Vancouver CDC exemplifies our collective commitment to making sustainability a way of life, not just at work but also in our local communities. It highlights that the Assembly guide is more than a manual; it's a call to action, a testament to our values, and a promise of a brighter, sustainable future.

#### **DID YOU KNOW?**

Through our two wind farms in Alberta and rooftop solar installations on more than half of our stores, IKEA Canada generates renewable energy equivalent to approximately three times the energy we consume.

## Creating a Circular Economy

No one wants to be wasteful, but we know people struggle with how to maintain, repair, and eventually pass on things they believe still have value. At the same time, many can't afford what they need for everyday living. At IKEA Canada, we'll continue to make circular solutions affordable and accessible to people who want to care for the products they already own, those who can't afford or don't want to buy new products, and those who want to pass things on.

## Making sustainable living the affordable choice

For many retailers, Black Friday is one of the busiest shopping days of the year — often to the detriment of the planet. We continue to shift the narrative from mass to considerate consumption with our Green Friday initiative by putting sustainability and circularity at the core of our offer; helping make sustainable living a more affordable and accessible choice for Canadians. Throughout the month of November, customers received additional savings on gently used items from our As-is department and were invited to sell back their IKEA furniture for an extra incentive. This is one of the many ways we are shifting our business to become circular and climate positive by 2030; inspiring and enabling the many people to live a better everyday life within the boundaries of the planet.

## Repurposing returned mattresses for families in need

At IKEA, we give our customers a chance to test their mattresses for up to 90 days and exchange it for a new one if they aren't satisfied. But what happens to the mattresses when they come back to the store opened? We've always believed in the power of giving back to our community and in the Greater Toronto Area, we have partnered with Furniture Bank for a Returned Mattress Donation Program. Furniture Bank picks up the returned mattresses, completes a thorough inspection process for safe reuse, then donates all in good condition to families in need. Since partnering with Furniture Bank in 2020, IKEA Canada has provided over 21,058 mattresses to over 9,460 families. The reuse of these mattresses has prevented the emission of greenhouse gases equivalent to 1,716 metric tons of CO2. Our vision is to continue expanding this program throughout Canada, touching the lives of even more people in need.

#### **Zero waste competition**

As part of our People & Planet Positive strategy, we strive to have zero-waste in our operations by 2030. To meet this objective, we must continue to make inspiring changes in our lifestyles, consumption, and working methods.

In May 2023, we challenged our store co-workers to a nationwide Zero Waste Competition. The competition focused on reducing waste and improving our overall recycling rates. Some of the fun and innovative solutions included: the donation of leftover food from our Swedish Restaurants to Second Harvest resulting in over 14,900 meals distributed to people in need across Canada; co-workers 'adopting' and reviving plants that were previously returned; and adding more descriptive labels to compost, recycling, and garbage bins, encouraging co-workers and customers to properly sort their waste.



Change for a Better Planet



With eight decades of retail experience across the globe, we are focused on accelerating our business transformation to deliver a memorable and seamless customer journey across all meeting points. This includes introducing new ways to shop, enhancing store experiences, bolstering digital capabilities and services, along with optimizing fulfilment networks to ensure an integrated and seamless experience regardless of when, where, or how customers choose to shop.

#### Reaching more of the many

We are committed to making IKEA more accessible for the many, bringing touchpoints closer to where Canadians live and work. Plan and order points are spaces for customers to connect with IKEA specialists to create custom home furnishing packages that fulfill their individual needs and dreams. Once their order is placed, they can have it delivered directly to their homes or to a local collection point. In October 2022, we celebrated the grand opening of our second Canadian Plan and order point in Kitchener, ON and the third location followed in April 2023 in Brossard, QC.

For customers who prefer to shop online, but live near an IKEA store, we offer affordable and convenient services: Click and collect, Pick-up lockers, and Parcel collect at stores. For Canadians who don't have easy access to an IKEA store, we have a network of 15 Collection points across Canada as well as 35 PenguinPickUp locations in the Greater Toronto Area and surrounding areas, Montreal, and Vancouver, allowing customers to have their IKEA home furnishings delivered close to home at an affordable rate.



### Omnichannel transformation and investments

In an ever-changing world, we want to meet our customers wherever and whenever they choose. We will test, try, and learn from new initiatives and continue to develop and transform almost all parts of our operations. As we transform our business, we will stay true to our core values and always strive to do the right thing for our co-workers, customers, and society at large. Our focus is on accelerating our business transformation to deliver a memorable omnichannel customer experience across all customer meeting points.

Earlier this year, we announced plans to invest over \$400 million into projects that will transform our fulfilment networks in the Greater Vancouver and Toronto areas. This investment will help us better meet the evolving ways customers shop, while supporting our commitment to help Canadians enjoy a better life at home.

In the Greater Vancouver Area, we intend to expand fulfilment capabilities at IKEA Richmond by providing customers with enhanced Click and collect and locker pick-up services, while supporting truck, parcel, and collection point delivery throughout the Greater Vancouver market and parcel home delivery to the Alberta market.

In the Greater Toronto Area, we intend to build a new Customer Distribution Centre in Hamilton, Ontario, that will support truck, parcel, and pick-up point delivery across the province. IKEA Etobicoke and IKEA Vaughan will undergo expansions to strengthen store fulfilment capabilities and further enable us to keep in-demand products available and delivery times as short as possible, while supporting growth in the market.

To better serve our customers in eastern Canada with improved product availability, we invested in a new Distribution Centre (DC) and Customer Distribution Centre (CDC) in Beauharnois, QC. In September, the grand opening of the new Beauharnois facility celebrated the first Canadian DC in over three decades. It will play a key role in streamlining our fulfilment operations, ensuring products reach customers' homes with



increased speed and accuracy. This is another important step in our journey to becoming the leading omnichannel home furnishings retailer, while maintaining our positive impact on people and the planet. As a new, and larger distribution location in the Montreal area, the Beauharnois DC and CDC helps reduce transport distances and emissions by storing more products, and in turn bringing us closer to our customers. The facility was also awarded LEED Silver certification and is equipped with 20 EV chargers for co-workers and guests. In December 2023, we will install 15 EV chargers for commercial fleets, supporting our ambition to provide zero emission home deliveries by 2025.

## Bringing IKEA to the heart of Scarborough

IKEA Scarborough Town Centre (STC) celebrated its grand opening in August 2023, with co-workers welcoming thousands into the 7,489 square metre (80,610 square feet) location inside the Scarborough Town Centre. As the second small store in Canada, it was designed to serve as a convenient source of inspiration and home furnishing expertise for residents of Scarborough and beyond.



#### **IKEA for Business**

We're improving life at work with affordable, sustainable, and complete solutions in our range offer. We sell directly to businesses through in-store meeting points, online or remote personal service, creating an omnichannel experience for our business customers. Our free IKEA Business Network loyalty program is designed with small and medium sized businesses in mind. Members can enjoy access to exclusive benefits like member-only discounts, free quick-fix design tips, discounted space solutions and more. Our remote Design Service for Business is our latest addition to support the need for professional recommendations and inspiration for the many Canadian companies.

Creating Better Business IKEA Canada Summary Report 2023

# Siding with the many, on their financial terms

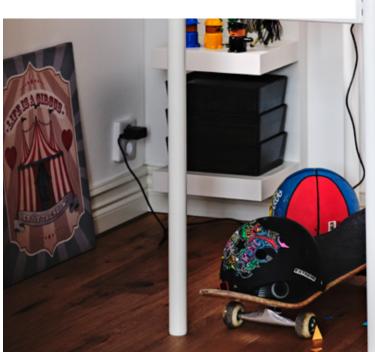
To make home furnishing and life at home more affordable and convenient for the many, we introduced IKEA Financial services in Canada. With our focus on meaningful affordability, it is our ambition for customers to have payment options that enable them to bring their homes to life today while paying for their purchases over time. Our omnichannel customers have varied needs and perceptions of affordability, so we aim to offer financial service options that are accessible both online and in-store, while offering customers the ability to choose a payment plan that fits within their budget. Aligned with our values and keeping sustainability in focus, IKEA Financial services have high approval rates, immediate decisions and are fully digital. In Canada, we launched two products, a Pay in 4 solution (provided by Afterpay) and a Loan solution (provided by PayPlan by RBC™).



Creating Better Business IKEA Canada Summary Report 2023

# IKEA in Canada

With 80 years of experience in the retail industry globally and 47 years in the Canadian market, IKEA Canada is committed to continuing our journey to create an IKEA that is affordable, accessible, and sustainable; serving customers in an omnichannel environment.





- **16** Stores
- 1 Distribution Centre
- **4** Customer Distribution Centres
- 1 Customer Support Centre
- **3** Plan and order points
- **4** Design studios
- **15** Collection points
- **35** PenguinPickUp locations
- **2** Wind farms
- **7,200+** Co-workers
- **4.5M** IKEA Family members

# A look ahead at 2024

At IKEA, the start of a new year means new possibilities for creating a better everyday life for the many people. We are energized by the opportunity to build a brighter future for our coworkers, customers, and our business. In 2024, we will continue to stand for the many people by transforming our business, constantly innovating, anticipating future trends, and testing new ways of working that reflect the needs of people and the planet.

We will continue to meet the many Canadians with affordable home furnishing solutions and service offers when they need it most. Customers will experience new and memorable omnichannel experiences when they shop with us. At the start of Fiscal Year 2024, we launched our first ever Hej Days shopping experience and implemented live streaming events to inspire and delight our customers with home design advice. We will also continue to expand our total fulfilment network with new Pick-up locations, so IKEA products are accessible to more of the many Canadians.

We know that climate change, poverty and inequality are all linked together. As a purpose-led company, and in alignment with our IKEA Neighbourhoods approach, we will focus on initiatives with lasting impact on society. IKEA Canada has ambitions to collaborate with local Indigenous communities in Fiscal Year 2024 to spotlight the challenges they experience in the face of climate change and leverage our brands unique positioning to create positive change.

And we wouldn't be anywhere without the heart of our business, our co-workers. That's why we're committed to building a life-long relationship with all 7,200+ of them. This year, we're working on improving our total rewards package with updated bereavement and parental leave policies, and ensuring our co-workers have the right tools and skills to do their job. This investment in our people will be a recipe for success and will make IKEA a great place to work for generations to come.

To a glorious future!



## Tack!

(That's Swedish for thank you)







