



IKEA pop-up stores

16 locations

In 2024 we opened IKEA pop-up stores at 13 locations for limited time to bring IKEA closer to customers, welcoming them at more accessible locations.

IKEA Kyoto and IKEA Yokohama Bay Quarter

Pick up points

more 240 locations

We're expanding the number of pick up locations for large furniture and small item deliveries purchased in-store or online. By picking up your items, you can save on delivery fees. This also helps reduce the environmental impact from the last-mile delivery.



IKEA Shibuya renewal

6 floors rebuilt

Four years after opening IKEA Shibuya in November 2020—located in a bustling area where many people live, work, and connect—we've renovated the store to make it more convenient, enjoyable, and inspiring for our customers.

Closer to our customers

IKEA Yokohama

To become a more familiar presence for the people of Yokohama and surrounding areas, we have changed the store name from IKEA Kohoku to IKEA Yokohama, effective April 1, 2025.

RÅSKOG Trolley

600

verage daily sales

In FY2024, we achieved annual sales of over 220,000 units, averaging more than 600 units per day. Even after 12 years since its launch, we have improved this popular product. The packaging size has also been made approximately 50% more compact.

Greater response than expected

back **1967** from

The 'anti-stress chair' sold in the 1960s has made a comeback as the DYVLINGE chair in the

Nytillverkad collection. It has recorded sales figures far exceeding initial expectations.

DYVLINGESwivel armchair

¥22,990



For better society

5,538

In 2024, over 5,500 customers and co-workers participated in IKEA Japanled initiatives aimed at creating a better society.



New lower price

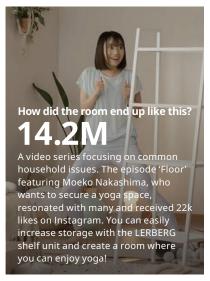
more than 820

In January, April, July, and October 2024, we have reduced the prices of popular products. We lower the prices through long-term investment and corporate efforts to stay close to and meet people's needs. We support people to have a better life at home.

IKEA Maebashi, the first store to be certified

LEED GOLD®

We have opened the most environmentally friendly IKEA store in Japan, consolidating various sustainable initiatives by IKEA Japan. The store has received the 'LEED GOLD® certification,' an international green building certification.



Giving a 2nd life to furniture through Circular Market Online

1,363

On the IKEA online store, you can view outlet and as-is items from IKEA stores nationwide and reserve them for 48 hours. In just two months after the launch of the 'Circular Market Online' in all stores in February 2025, more than 1,300 pieces of furniture has been given a second life.



Plant-based baby castella introduced at all stores

343,612pcs

Sales quantity for the first one month

We introduced the plant-based baby castella at IKEA Maebashi, and from February 2025, it has become available in stores nationwide. Within the first month of sales, 340,000 pieces were sold. We are offering healthy and sustainable food.

About IKEA

IKEA is a home furnishing company founded in 1943 in Älmhult, Småland, Sweden, with 482 stores* across 63 markets.

At IKEA, our vision is "to create a better everyday life for the many people". Our business idea is 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".

The IKEA vision goes beyond home furnishing - we aspire to make the world a better place for the many people across the IKEA value chain and the planet.

*as of April 2025

Our vision:

To create a better everyday life for the many people

About Ingka Group

Ingka Group (Ingka Holding B.V. and its controlled entities) - the parent company of IKEA Japan - is one of 12 different groups of companies that own and operate the IKEA sales channel under franchise agreements with Inter IKEA Systems B.V.

The IKEA franchise system

Inter IKEA Group Inter IKEA Systems

IKEA service providers

IKEA Marketing &

product suppliers

Communication develops and designs

IKEA of Sweden

IKEA product range

owner of the IKEA Concept and worldwide franchisor

develops and designs the overall

communication content

IKEA Supply sources and distributes the IKEA product range

IKEA Industry a strategic IKEA manufacturer

IKEA franchisees Ingka Group 31 markets Al-Futtaim **Dairy Farm** Ikano Group Miklatorg 4 markets 4 markets 4 markets 5 markets Al-Homaizi **House Market** Sarton Al-Sulaiman 3 markets 3 markets 3 markets 2 markets

Falabella

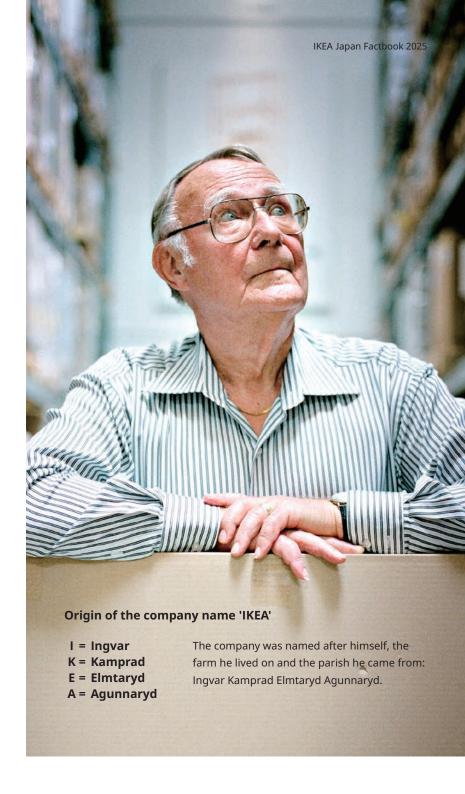
2 market

Northern Birch

1 market

MAPA

1 market



IKEA Japan Factbook 2025

IKEA Culture & Values

The unique IKEA values have been developed over the last 80 years.

These values are fundamental to IKEA and are shared equally around the world – from stores in Ireland, to photo studios in Sweden, and even in distribution centres in China.

IKEA was established in Älmhult in Småland, Sweden, a small village with a population of around 15,000 people. The barrenness of the land has led to a culture of ingenuity in using limited resources effectively, which has had an influence on the IKEA values.

An excellent structure is required to truly realise the IKEA Values - making the best use of

materials, optimising products according to

people's needs and preferences, keeping costs low and passing savings on to customers as their benefit. This structure is built by IKEA co-workers. The IKEA Values are nurtured and lived by our co-workers globally, and this makes us unique and strong because everyone acts on the same principles.

IKEA Culture and Values

Togetherness

Caring for people and planet

Cost-consciousness

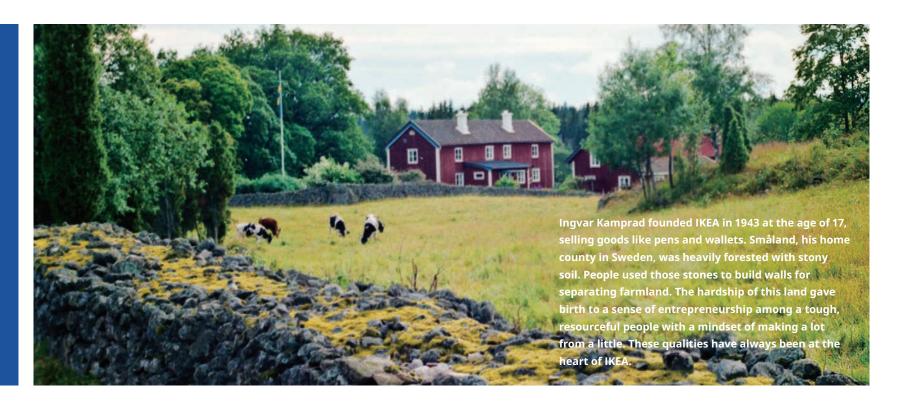
Simplicity

Renew and improve

Different with a meaning

Give and take responsibility

Lead by example



The Swedish culture that gave birth to IKEA

The blue and yellow that symbolize the IKEA brand originates from the Swedish flag. IKEA not only offers home furnishings with a distinctly Scandinavian design, but also a taste of Sweden.

Many IKEA product names are Swedish or Swedish-derived. The words used include place names such as Stockholm, people's names such as BILLY, which is common in Scandinavia, and animal names such as BJÖRN (bear). You may find some interesting discoveries if you look into them!



'Fika' is a term for the Swedish cultural practice of taking a break to enjoy delicious cakes or biscuits with tea or coffee. IKEA co-workers also enjoy fika breaks with their colleagues, and new ideas are often sparked during these times together.



Enjoy parties in the short summer

As Sweden's winters are long, its short summers are welcomed with great enthusiasm. In June, a festival called Midsummer takes place and it is celebrated with food, music and dancing around a large maypole decorated with plants and flowers. Also, in August, a traditional summer "Crayfish Party" is held in Sweden and other Nordic regions. Although this may seem surprising to Japanese people, crayfish is a traditional Swedish food. And of course, IKEA also holds an annual Midsummer and Crayfish Party.

Enjoy spending the long winter at home

In Sweden, people inevitably spend more time indoors due to the long winters, so they can be particular about their interiors and how they spend their time at home. For example, decorating windows with candles and other lighting instead of hanging curtains is a beautiful way of bringing a little sunshine indoors during the long, dark winter season. They also enjoy a Christmas banquet known as Julbord. Julbord is also held at the Swedish restaurant in IKEA stores across Japan.



Life at Home: what IKEA cares the most

Home is where it all begins

IKEA believes that 'home' is not just a place, but the space where you can feel comfortable more than anywhere else in the world. Therefore, it is natural for IKEA to begin with understanding how people live in their homes. Every year, we visit homes around the world to find out about peoples' wishes and dreams. We then combine their needs with our suppliers' capabilities, to create new products and ideas that can improve the many people's everyday life at home.



Home furnishing ideas

Life at home can be more enjoyable with a little twist and a small change. Get inspired with various ideas in our physical and online stores.

Roomsets

One of IKEA's uniqueness are roomsets. Entire rooms are coordinated with IKEA products, allowing visitors to experience different styles and living situations. After researching the needs of the community, each roomset has a variety of personas such as age, gender, family structure, residence area, annual income, hobbies, and so on. We hope you will find a room that suits you.



Interior advice & Interior planning

Do you find interior design difficult? We can help you create vour ideal home interior.



Home visits

In Japan, we do around 100 home visits every year to deeply examine each area of the home and its different needs, and that is

Life at Home Report

An annual report is published based on a global survey conducted on people's lives and needs at home around the world. We make use of the findings in our business. The Life at Home Report 2024, the 11th edition, explores ways to bring more enjoyment into the home.



Yappari-ie-no-hi (Home day)

IKEA Japan registered 1st August as 'Yappari-ie-no-hi (Home Day)' in 2010. A better home creates a better life. We established this day to encourage people to think about their life at home at least once a year. When do you feel 'happy to be home?'



—Equality starts at home

IKEA believes that equality is at the heart of human rights, and that equality and equity starts at home. Social issues such as the gender gap can also be seen within the home. Better home create better lives. We believe home can enhance people's lives and well-being, and ultimately create a better society. We started a project in 2024 to address this issue with stakeholders from industry, government, and academia.





IKEA product development

IKEA believes that good ideas do not have to come at high prices. We believe that excellent quality and design should be available to everyone at an affordable price. When our designers and product developers design IKEA products, they balance the five elements of "Democratic Design", IKEA's unique product development philosophy.



IKEA Food also develops food products based on Democratic Design.

Function: Nutritious, healthy and satisfying food in reasonable portions

Form: Food that looks good, is appetising and appealing to all five senses

Quality: Food that is good for your health and that can be trusted

Sustainability: Food that is kind to people, animals and the planet.

Low price: An affordable price

Democratic Design

Form

Beautiful products that people love

Form is about how a product looks. It's both visual and emotional because form can touch the heart and spark emotions. We want the form of IKEA products to express the IKEA identity and add joy and beauty to everyday life.

Functionality

Meaningful solutions to everyday needs

We develop IKEA products to solve needs created by the activities in everyday life at home. To be functional, an IKEA product needs to be practical, useful, safe and easy to maintain.

Quality

Products that last for long-term enjoyment

We want the quality of IKEA products to bring joy and satisfaction to people throughout the product's entire lifetime. Thousands of tests are performed in the development and production stages, and only those that pass testing are approved as products.

Sustainability

Products created within the boundaries of the planet

IKEA products are made from renewable, recyclable or recycled materials. We also reduce CO2 emissions by making our packaging as compact as possible and eliminating wasted space during the transport. The ultimate goal is circularity, or in other words, an endless product life cycle.

Low Prices

Truly affordable for the many people

The first thing a designer designs is the price tag. First, a price is set that is lower than the average price for that product, and from there, the form and design of the product, materials and production line are considered. Even though the price is kept low, no compromises are made on design or functionality.



The seven "Why?"s of IKEA

The seven secrets that allow IKEA to achieve high quality and low prices!

There are lots of unique points that makes IKEA different, including our self-service shopping experience. Here are seven reasons why IKEA is able to provide products at low prices around the world while maintaining quality.



Why do we need to assemble the furniture by ourselves?

The assembly of IKEA products is also self-service. While there are some furnishings that are difficult to assemble, We can offer a more affordable price to our customer by not including assembly costs in the price. And you might even feel more attached to your furnishings if you assemble them yourself!



Why do designers decide the price tag before they start designing?

IKEA designers first set a market price at which anyone can buy the product, and then make a design that achieves this. The most important thing is to make a quality product at a price that everyone can afford.



Why does IKEA mass produce its products?

By producing in mass quantities and transporting them globally, IKEA can deliver products to customers at more affordable prices.



Why are all IKEA products in flat packaging?

All IKEA furnishings are flat packed. Because they are flat, a large volume can be shipped at one time, saving storage and shipping costs.



Why are IKEA products tested under such extreme conditions?

To make sure that IKEA furnishings do not break under any conditions that might be expected in everyday life, we put them through rigorous testing in our test lab.



3. Why are there no staff members nearby in the stores?

We provide customers with the product information they need on the price tag. Through our self-service system, we are able to reduce costs and provide products to customers at more affordable prices.



Why do we need to take furniture home by ourselves?

When you take the product home yourself, you can start to use it the same day. There are also a variety of service options available, from home delivery service so you can go home with your hands free, to picking up your items at an IKEA pick-up point so you can save on shipping costs.

Good to know!

The designs around the price have a meaning!

Did you know that the design element around the price have meanings? Check out how to look at these and enjoy shopping even more.



The lowest price among products within the same category!

IKEA Japan Factbook 2025



To make life at home even more enjoyable, prices are regularly reviewed.



New products are launched four times per year. There are new discoveries every time you visit!

Get benefits by becoming an IKEA Family member!

By simply becoming a member (free, with no additional fees) you can buy various products at member exclusive prices, get coupons to use in the stores and enjoy free drinks for one hou after opening*. There are lots of wonderful benefits.

*Some benefits may vary by store.

A rich selection of Japan-only and limitedtime-only menus. Baby food is free!

Take a break from your shopping at the Swedish restaurant and bistro, where you can enjoy meals and snacks. In addition to traditional Swedish cuisine, there are also plant-based sustainable menus and a wide range of Japan-only seasonal dishes and dessert. Baby food is also available for free in our restaurants.



The power of the people supporting IKEA

At IKEA, we believe that "It takes a dream to create a successful business idea. It takes people to make dreams a reality." Based on this philosophy, we actively promote a culture of "believing in people and each one of us can make a difference" in our day-to-day work. Our people strategy have 3 main pillars; "Work-life with IKEA", "Inclusive IKEA" and "Democratic learning with IKEA". To create an environment in which co-workers at various stages of life can work in their own way and create opportunities for real growth, we promote the following:

DAGIS

DAGIS is a childcare facility where co-workers can leave their children during their working hours. This facility, staffed by certified childcare workers, is connected to IKEA Tokyo-Bay and IKEA Nagakute. It supports to create a workplace where "you can be yourself" for co-workers with children.



Regular part-time employees (Equal pay for equal work)

In September 2014, IKEA Japan introduced its "regular part-time employee" system, and all co-workers became regular employees (excluding students and short-term contract employees). We have created an environment in which co-workers can work in a way that suits their life circumstances and enables them to continue working with peace of mind over the long term.

Open IKEA

At IKEA, we believe in "Designing your career yourself". Instead of a transfer being ordered by the company, co-workers choose their next challenge based on their life stage and motivation, including transfers and promotion to a leader position. Co-workers can apply for all kinds of positions, not just in Japan, but around the world.

Equal pay

Ingka Group has been working to close the gender pay gap across the whole company. IKEA Japan meets Ingka Group's criteria for equal pay between people doing the work of equal value.

LGBT+ ally

IKEA aims to create an inclusive work environment and to provide equal opportunities for everyone regardless of sexual orientation or gender identity.

Opportunities for Learning

Grow your talents with free access to an online tool for learning business skills and a platform for learning languages.



Nationalities of co-workers in IKEA Japan

41

Bringing people together from different backgrounds generates better ideas and allows us to further understand and support our customers.

*As of 31 August 2024

Rate of paternity leave taken

89%

In FY24, the percentage of co-workers who have taken IKEA Japan's special leave or/and statutory childcare leave was 89%, and the acquisition rate of statutory childcare leave was 42%. We strive to create a work environment where male co-workers can easily take maternity leave.

Utilization rate of paid holidays

75.3%

IKEA values not only work, but also the lifestyles of co-workers. There are even co-workers who take three months of holiday to travel. Everyone can lead a fulfilled life.

*As of 31 August 2024

Ratio of male to female managers

50:50

Since 2020, the balance of male to female managers at IKEA Japan has been 50:50. As of August 31, 2024, the percentage of women in manager positions was 51.7%.

Sustainability of IKEA Japan

IKEA is committed to have a positive impact on the people and planet, and aims to reduce 50% of greenhouse gas emissions across the entire IKEA value chain by 2030 and to achieve net zero emissions by 2050 at the latest. We also recognise the importance of simultaneously addressing climate change and inequality, and the need to transition to a fair and equal society where no one is left behind.

In the IKEA stores and IKEA online store, we inspire our customers for the more sustainable life at home by showing ideas to save energy and water, to reduce waste, and also offering various products that can be used over and over and last for a long time.



Proportion of power generated by solar panels

All IKEA stores are equipped with solar panels, supplying a total of 4,198 MW of electricity. 11% of our total electricity consumption is covered by on-site power generation. Three of our stores use geothermal heating and cooling systems.

Renewable electricity

100%

Since 2018. IKEA stores have reached 100% renewable electricity. A switch to electrification is in progress and the renewable energy rate is 99.8%. Furthermore, energy efficiency has been increased by 40% since 2010.

Operational climate footprint

-95.6%

(FY24, compared to 2016)

We have reduced our operational climate footprint 95.6% by pursuing 100% renewable energy, saving water, and reducing, sorting and recycling waste.

Furniture buy-back

15,888 (FY2024)

We buy unwanted IKEA furniture back, perform maintenance on it and sell it at Circular Market. Take advantage of our furniture Buyback service to give your IKEA furniture a second life!

Number of Circular Markets in Japan

Circular Markets have been implemented in all stores. IKEA furniture that were on display and/or bought from customers can be purchased at a discount. In February 2025, we launched the "Circular Market Online." This new feature on the IKEA website allows you to browse outlet items available in stores and reserve them for up to 48 hours.



Operational waste recycling rate

76.7% (FY24)

IKEA Japan stores recycle waste through material recycling. As we aim to circulate resources, thermal recycling* is not included in this rate. *Energy obtained by incinerating waste.



Plant-based dish shares

Swedish restaurants in IKEA stores offers 11 dishes and more than half (6 dishes) are plant-based. We offer plant-based foods at low prices, giving many people more sustainable choices.



Reduction of food waste

(FY24, compared to 2018)

In 2018, AI technology solutions were deployed in the kitchens of IKEA locations across Japan.

Zero-emission delivery share of delivery services

In the customer delivery service (last mile delivery) in Japan, we introduced our first two 3-ton EV trucks for IKEA's delivery service operations in June 2020 with the cooperation of business partners handling IKEA's delivery services. By March 2025, we have introduced an additional 26 EV trucks. This aims to achieve a 50% zeroemission share of IKEA's delivery services across Japan.



IKEA Family donation

(allocated to activities in FY2025)

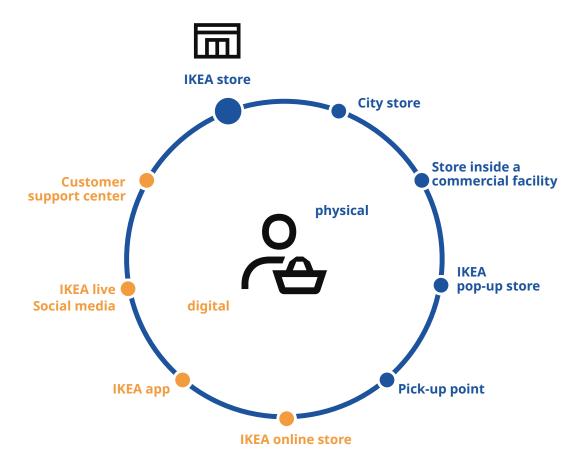
Every time a customer presents their IKEA Family membership number at the checkout, IKEA Japan saves 10 yen to the IKEA Family donation. With this reserve, IKEA Japan will support local people to have access to a home where they can feel safe and comfortable.



Omnichannel for a seamless shopping experience

To make customers happier

We put our customers at the center of everything we do in order to meet their needs. As shopping methods diversify, we aim to deliver a seamless and highly satisfying shopping experience by combining the best aspects of both physical and digital touchpoints, allowing customers to choose when, where, and how they shop.





Digital Experience with the app:

You can check out IKEA Family member offers, explore new products and interior design inspirations, and if you find something you like, you can purchase it right away.

→ How will this item look in my room?



Scan your room with IKEA Kreativ and try placing the furniture you're interested in—see how it looks in real size.

→ I think I'd like to see the actual item in the store.

Save it to your wish list to make it easier to find in-store and see which stores have it available.

→ Wondering if the item is in stock at the store?

Before you visit, you can check the stock availability and sales location.*

*Available at large stores and city stores.

Physical Experience with the app:

Shopping in-store is even more convenient with the IKEA app.

→ Can I check out quickly?

With IKEA Scan & Pay, simply scan the barcode of the item you want to purchase, then just place it in your shopping bag. You can use the dedicated express checkout counter for payment.

*Available at large stores and urban stores as of April 2025.

→ Forgot my membership card...

No worries! Instead of the card, you can use the app to show your membership barcode and enjoy your benefits. As long as you have your smartphone, you'll never have to worry about forgetting your card again!

→ Curious about events at the store?

Check out event information for each store and register to participate.

*Event availability varies by store.

More accessible and convenient for the many

To create a better everyday life for the many people, we are transforming to an omnichannel retailer. We aim to meet the evolving needs of our customers by making more accessible and convenient shopping experiences.



IKEA store

IKEA stores continue to be an integral part of the retail business model. Almost all of our products can be picked up and tried in IKEA stores, and inspirational room settings help you imagine real-life uses. Along with providing a full-scale shopping experience, stores also perform an important fulfilment function by delivering products ordered online.

City store

City stores allow our many customers living in city centres to take time out from their busy lives to enjoy an IKEA experience in easily accessible locations. They provide inspiration for space-saving home furnishings specialized for urban living. City stores opened in Harajuku, Shibuya and Shinjuku in 2020-21.



Stores inside commercial facilities

In easily accessible and convenient commercial facilities, we offer a curated selection of products. In November 2024, we opened IKEA Kyoto, and in April 2025, IKEA Yokohama Bay Quarter. Customers can also order interior and lifestyle goods from the IKEA online store or IKEA app and pick them up for free at the store if they are not available on-site.



IKEA app

In addition to online shopping, it has many convenient features which you can use at stores. The "IKEA Scan&Pay" feature in the app even supports your in-store shopping: You can scan items while shopping for a speedy checkout at the dedicated cashier. The "IKEA Kreativ" also makes it easier for you to design rooms with IKEA products.

Additionally, presenting the IKEA Family member code allows customers to enjoy member benefits.



IKEA online store

The official IKEA website is filled with inspiration and ideas. In addition to online shopping, you can check information on products, services, and campaigns, as well as shopping methods. You can also download assembly instructions. The website features many photos of inspiring rooms, so you will find an interior style you love!

Pick-up point

We are opening pick-up points throughout Japan where customers can receive items purchased at IKEA stores or the IKEA online store at a more affordable price than regular delivery to their homes. We contribute to reducing the burden of last mile delivery. Through this initiative, we offer better services to our customers, society, and the environment.



IKEA live

Tune in to IKEA Live, a live stream shopping service that inspires one with expert Home Furnishing tips, solutions, and design inspiration. While watching live, you can also shop items from the stream and ask questions via live chat.



Customer support center

The customer support center supports our customers by responding to a wide range of queries on the phone and via online chat, from pre-purchase to post-purchase. In addition, we sell and deliver products remotely, take orders for assembly services, and offer a variety of interior planning services for private and business customers.

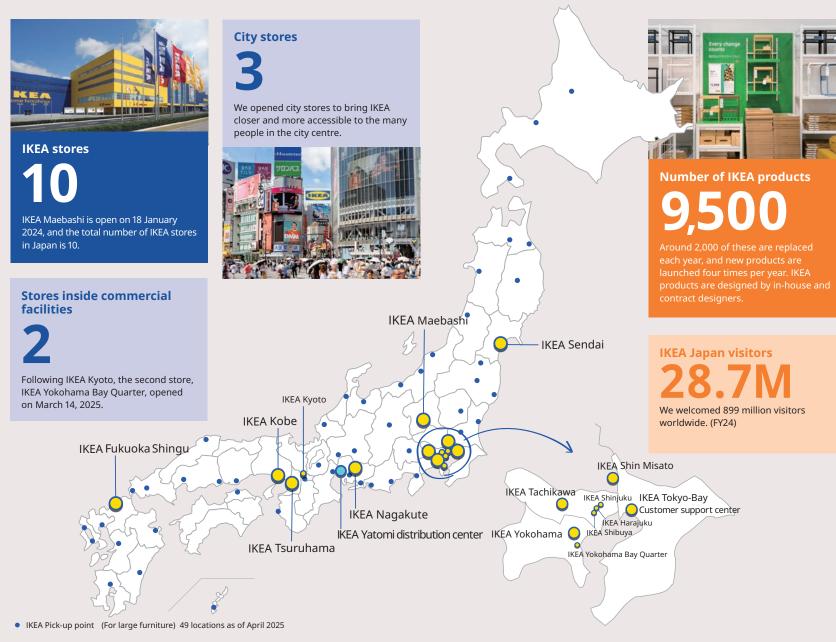


IKEA pop-up store

We are actively opening IKEA pop-up stores to offer more people with inspirations for better and more sustainable life at home, and to share products that are affordable and add some colours to their everyday lives. The pop-up stores sell a carefully selected line of popular products from our range of around 9,500 products.

2025 IKEA Japan at a glance

*as of April 2025





IKEA app download

You can enjoy shopping anytime, anywhere with the IKEA app. It also makes shopping in stores more *As of March 2025 convenient.



IKEA Family members

We offer IKEA Family members many home, including special offers that change every month. It is free, with no additional fees.

IKEA Business Network members

We support all corporate, selfemployed and sole proprietors in their businesses with a number of services, offers and benefits to meet their business needs. It is free and there are no additional fees.

*As of February 2025

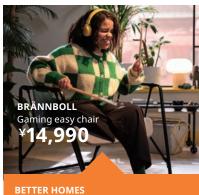
FY24 Ingka Group at a glance







discount on meals in our IKEA restaurants on one day a week to make our food even better value



Happy Customer score for FY24

BETTER LIVES

3,715人

refugees have completed employability training in 26 countries since 2019

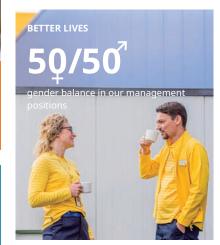


81,080

people supported through our social impact programmes

84%

of co-workers feel they can be themselves at work



BETTER PLANET

77.7%

operational waste recycled





BETTER PLANET

96.6%

electricity in our operations from renewable sources

BETTER PLANET

30.1%

reduction in our climate footprint (scopes 1, 2, 3) from our FY16 baseline. (Target: 50% by 2030)



BETTER PLANET

60.5%

reduction in production food waste since FY17

BETTER COMPANY 8 billion Ingka Group revenue



BETTER COMPANY

EUR 4 2

invested or committed to invest in renewable energy by Ingka Investments since 2009

BETTER COMPANY

() 8 billion net income

We reinvested 85% of our net income into the company and the remaining 15% was paid as a dividend to the Stichting INGKA Foundation, to achieve its charitable purpose by providing funding to the IKEA Foundation

BETTER COMPANY

4,000

co-workers participated in Al training and our Al literacy awareness resources were viewed over 54,000 times

BETTER COMPANY

billion

