

Made in Poland

2021



Report



IKEA. MADE IN POLAND
SEPTEMBER 2021

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Dear All

We present to you a report on IKEA activity in a very special year – the year in which we celebrate 60 years of a relationship between IKEA and Poland.

IKEA Founder, Ingvar Kamprad, used to say that “IKEA was founded in Poland”. Since 1961, when he placed his first order for ÖGLA chairs at the factory in Radomsk, the beautiful and long history of the IKEA Brand in our country has begun. Today, Poland is the second largest IKEA furniture manufacturer in the world, and almost 20% of IKEA products are labelled „Made in Poland”. We are happy that for so many years we have been able to develop and set new, ambitious goals together. Our past, but most of all our future, is closely linked with Poland.

*Ingvar actually started several independent groups of companies, which are active in Poland today. Two of these are integral parts IKEA Franchise System and business. **Inter IKEA Group** includes Inter IKEA Systems B.V. – the worldwide IKEA franchisor and owner of the IKEA Concept – as well as range development and supply businesses. In Poland, Inter IKEA manufactures products and sources other products and raw materials from Polish suppliers. **Ingka Group** owns and operates IKEA stores as franchisee, distribution centres and e-commerce as well as several shopping centres and wind farms.*

Together these two groups of companies employ over 16,000 people in Poland, and an additional 75 thousand co-workers work for IKEA suppliers. Many of them have produced IKEA products for years and are one of the most important pillars of the IKEA identity. The operations of these two groups of companies also have a positive impact on the Polish economy – in 2020 they together paid PLN 140 million in income tax, and the value of IKEA furniture and accessories exports amounted to PLN 12 billion.

Last year was challenging for all of us, and the experience of the pandemic showed how important cooperation and mutual trust are. We focused on making a positive social impact throughout the IKEA value chain, continuously assessing needs and ensuring the safety of co-workers, partners, suppliers and local communities. Although we are separate groups of companies, we share a common vision to create a better everyday life for the many people, and in the context of such a rapidly changing reality, this goal seems to be even more important.

We believe that home is the most important place in the world. In the past months, when Poles spent more time at home than ever before, and private space became our refuge, oasis and a place where we work, learn, play and relax, this statement took on a new meaning. Adapting to the new needs, together we have accelerated the digitization of IKEA services to facilitate easier shopping at IKEA stores to millions of Poles.

We hope that in 2021, the Leap Year of Sustainability at IKEA Retail in Poland, we will continue to inspire Poles to live in more sustainable homes by implementing solutions that positively impact our planet.*

We share with you IKEA Made in Poland 2021 report in which we present IKEA business activities in Poland. Created by representatives from both Inter IKEA Group and Ingka Group, this report summarises our common goals and initiatives and shares our vision of the future we want to pursue together with you.

Petra Carlberg

Member of Board
of IKEA Development
Center Poland

Michał Gryglewski

GBO Regional Hub Europe
Manager at Ingka Business
Service Center

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Central Fulfilment Operations
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Services

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Country Retail Manager
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Wojciech Waligóra

President of
the Management Board
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Katarzyna Warchał

Member of the Board at
IKEA Purchasing Services
Poland

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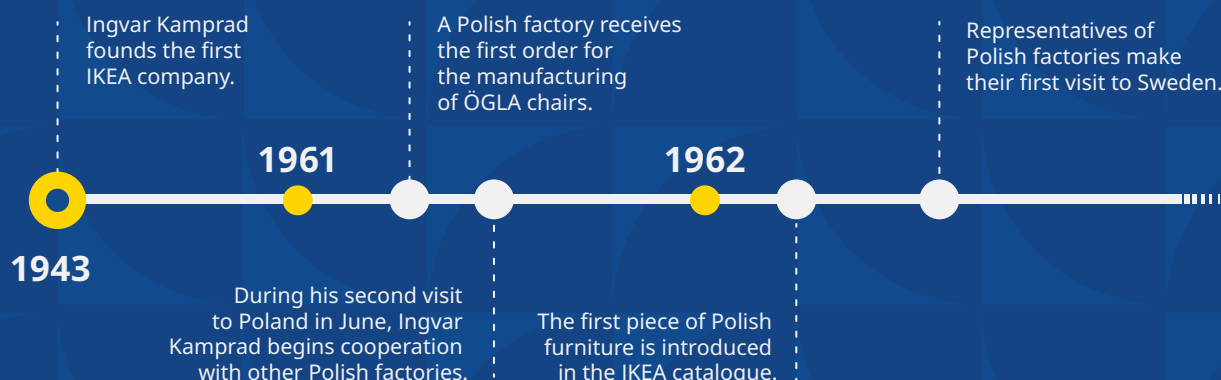
How Swedes fell in love with Poland

The IKEA vision is to create a better everyday life for the many people. Since Ingvar placed his first furniture order in Poland, IKEA co-workers have been happy to share this philosophy with Poles. Together we want to change the future – and our environment – for the better!

The entrepreneurial spirit of the Polish people combined with the Swedish simplicity and need for innovation has resulted in amazing opportunities for growth. Poland was the first country after Sweden to start large-scale production of IKEA furniture.



years of
IKEA in
Poland!



Tillsammans means together

Ingvar Kamprad's first order at the Polish factory in Radomsko was worth just SEK 69,000, but in the years that followed, his agreement with the Fameg factory generated sales of around SEK 2 billion.

As Kamprad mentioned: "Already on our way back to Sweden, we knew that we had many friends in Poland who had the unique gift of using both heart and reason in their work. With each visit, our designers came back with new ideas".

Having ordered the chairs, Ingvar decided to take on more orders. Later that year, he and IKEA furniture designers came to Poznan for a trade fair where they placed an order for case furniture. The next batch was for office furniture and TORE cabinets – the first home furnishing products produced in Poland based on IKEA designs. In parallel, work also continued on the next production of ÖGLA chairs. In 1962 Ingvar ordered 20,000 chairs from FAMEG and three years later ÖGLA was featured in Bonnier Magazines&Brands' home furnishing magazine Allt i Hemmet. Since

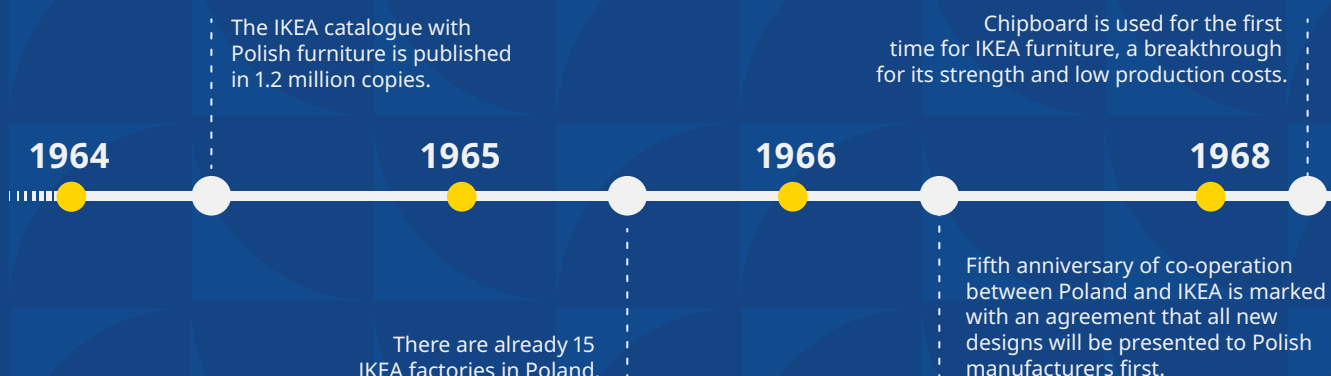
then, the IKEA Brand has become a hallmark of quality and affordability.

From the beginning, IKEA Purchasing has been an essential part of the global IKEA network. IKEA Purchasing co-workers support the furniture purchasing process, e.g. through quality checks, and they support the procurement of logistics services. Their tasks are divided between regions, so they can coordinate locally with suppliers and those responsible for transporting goods.

Did you know that...

the longest-selling Polish-made furniture in IKEA stores worldwide is the IVAR bookcase?

in the mid-1960s Polish furniture was already present on 50 pages of the IKEA catalogue?



IKEA Purchasing Services is a representative office that functions as a connector between suppliers and IKEA businesses around the world. It builds long-term partnerships and relationships based on trust, intensive development and long-term goals. IKEA Purchasing cooperates in Poland with 192 suppliers (79 suppliers of furniture, 46 suppliers of components, 10 suppliers of food and 57 transport providers). About 18,3% of global production for IKEA comes from Poland – no. 2 sourcing country after China (27,8%).



Katarzyna Warchał

Member of the Board at IKEA Purchasing Services Poland

Taking care of our customers, co-workers, but also the environment is among our priorities. We believe that long-term cooperation with trusted partners is a guarantee for success. In Poland, we have almost 30 partners, with whom we have been working for over 20 years.



1974

The number of IKEA suppliers in Poland reaches 24 companies that together produce 169 furniture models. In addition, Polish manufacturers begin to deliver directly to IKEA stores in Denmark, Switzerland and West Germany.

1978

The BILLY bookcase is introduced to the IKEA product range.

1980

The KLIPPAN sofa and LACK table are introduced.

IKEA FAMILY, a new customer loyalty club, is launched. Today the IKEA FAMILY club is present in 16 countries (with over 167 stores) and has about 15 million members.

1984



In 1990, in the Warsaw district of Ursynów, in the place of a shabby pavilion selling industrial goods, a modern company store was opened. The choice

for this location was not accidental – the building at 8 Grażyny Bacewiczówny street was the only one with doors wide enough to carry a bed through.

Inter IKEA Systems grants Ingka Group the franchise rights to own and operate IKEA retail in Poland.

1989

IKEA Polska SA receives a permit to sell in Poland.

1990

Ingvar Kamprad visits Poland again. After this visit, he established the industrial group Swedwood with factories in Poland.

1991

The first IKEA store in Poland opens in Ursynów, Warsaw, in a rented building formerly occupied by a multi-branch store.

A decision is made to register Swedwood Polska.

1992

IKEA store opening in Poznań.



Karin Sköld

Country Retail Manager and Chief Sustainability Officer
of IKEA Retail Polska

For 60 years the IKEA Brand and Poland have been growing together. The key to our success lies in historic ties and trust built up over the years. Since then IKEA Retail have furnished as many as 5 million homes across the country, and the IKEA Brand has a real impact on people's quality of life, Ingvar Kamprad used to say that "IKEA was founded in Poland" which fully reflects the role Poland played in building the brand that IKEA is today. Our future is connected with Poland, which we will also underline in 2021 when we open our store in Szczecin and new IKEA Pick-up Points.

IKEA in Poland



38 million visits
at IKEA stores



5 million households
furnished with IKEA
products



**20% of IKEA
products** globally
are made in Poland



over **16 thousand**
co-workers



close to **100 thousand
co-workers**
in the supply chain



use of parcel lockers
and pick-up points

Furniture cooperatives in Lubawa, Zbąszyń and Babimost transform themselves into Swedwood factories (the first production of LACK tables and shelves).

1993

Opening of IKEA store at Swede Center building in Aleje Jerozolimskie in Warsaw.

(April 7) Store opening in Gdansk.

1994

(25 August) Store opening in Janki near Warsaw – the first full-size IKEA store in Poland.

(13 July) Store opening in Franowo, Poznań.

1995

MAMMUT, series of children's furniture produced in Poland, is now available in stores.

Opening of a retail park in Janki near Warsaw.

The first Polish-language brochure on IKEA products is published in 2 million copies.



Poland plays a key role in the IKEA logistics network throughout Europe. The Distribution Centre in Jarosty near Piotrków Trybunalski has been operating in Poland since 2001. It is managed by IKEA Distribution Services. Over the years the Distribution Centre has been expanded several times. Currently it is a regional distribution centre supplying IKEA stores in 13 countries in Central and Eastern Europe.



Sebastian Kaczmarek

Central Fulfillment Operations Manager
at IKEA Distribution Services

Our main task is to manage the warehouse and optimize processes in order to best respond to the changing needs of our customers. An important element is the development of e-commerce distribution which we are developing at the warehouse in Jarosty. We are also expanding cooperation with our partner in the parcel warehouse in Wrocław.

1996

Opening of Franowo Shopping Center in Poznań.

1997

1998

In August, the first IKEA catalogue in Polish is published in over two million copies.

1999

www.IKEA.com website is launched.

Opening of the IKEA store in Kraków and Bielany Shopping Park in Wrocław.

2000

Ingvar Kamprad is awarded the Commander's Cross of the Order of Merit of the Republic of Poland.

(August 31) Store opening in Katowice.

Impact of the IKEA Brand on the Polish economy in 2020



Production of IKEA furniture in Poland

63%

STRANDMON
armchairs

70%

KALLAX
shelving unit

67%

LACK
tables

74%

HEMNES
cabinets

74%

HÖVÅG
mattresses

76%

SINNLIG
candles



Renewable energy sources

1 billion PLN

invested in renewable
energy since 2011

80 turbines

on 6 wind farms

since 2016

more energy produced
than consumed by Ingka
Group in Poland



Finance

140 million PLN

income tax in 2020

> 2,3 billion PLN

investments in 2016-2020

> 12 billion PLN

Polish furniture export value

2001

Opening of the Distribution
Center in Jarosty and IKEA store
in Warsaw's Targówek.

2005

Opening of Matarnia
Shopping Park in Gdańsk
and Rawa Shopping Park
in Katowice.

2007

Opening of a factory
in Wielbark.

2009

IKEA FAMILY club
is launched in Poland.

(November 27)
Store opening
in Łódź.

IKEA IT Service
Desk started to
act as a help desk
for Poland.

A better day is an equal day

The IKEA sustainability approach includes full respect for diversity. The goal is to ensure equal opportunities for all co-workers, and to support their professional development regardless of gender or other differences.

Companies under the IKEA Brand believe that diversity makes teams better – more creative and innovative. Diverse teams take better decisions and the uniqueness of each co-worker makes the business grow.

The topic of diversity is especially relevant for the IKEA Brand these days. The pandemic highlighted pre-existing gender inequalities and the importance of empowering women in their homes. 2020 revealed an increasingly unequal distribution of responsibilities and household work.



Michał Gryglewski

GBO Regional Hub Europe Manager
of Ingka Business Service Centre

As Ingka BSC we are part of the IKEA family in Poland, but we also provide our services to other countries all over Europe. We employ hundreds of specialists, 20 different nationalities. We value our diversity and believe in its strength. Our role is to provide HR and financial services that support growth, innovation and operational efficiency, creating a better everyday life for our co-workers and IKEA customers. We make sure that Ingka Group co-workers across Europe are paid correctly. We handle personnel administration and are the point of contact for all HR matters. As part of our financial services, we take care of invoicing and travel expenses for the co-workers.

Opening of the Port Łódź shopping centre.

2010

IKEA wins first place in the Great Place to Work ranking.

2011

Celebrating Tillsammans Day (means Together). 40,000 IKEA co-workers wear anniversary T-shirts to celebrate 50 years of working together with Poland.

Ingka Business Service Center is opened in Poznań and begins providing accounting and personnel services to Polish companies. The company is to gradually expand its operations to ultimately provide services to Ingka Group businesses in selected European countries.

2012

Start of Swedspan operations in Orla.

Purchase of the first wind farms in Poland – in Bukowsko and Łęki Dukielskie.

IKEA Retail makes a donation of PLN 8 million to build a school in Jarosty.



Susanna Romantsova

Equality, Diversity & Inclusion Leader
at IKEA Retail Poland

We believe that a better day is an equal day. Equality and shared responsibility for people and the planet are deeply rooted in our culture and values. We support equality in both, the workplace and the home. We believe that achieving balance at home is the foundation without which we will not achieve true equality in the society.



2014

Launch of the DOMOLINIA
Customer Service Centre.

2015

The Swedwood Group and
Swedspan in Poland are
merged into IKEA Industry
Poland.

Launch of vegan
meatballs.

IKEA store opening
in Bydgoszcz.

Launch of the Furniture
service over the phone.

Investments in the purchase
of the last wind farms, IKEA Retail
in Poland produces more green energy
than it consumes in its operations.



Industry



Wojciech Waligóra

President of the Management Board
of IKEA Industry Polska

We are part of Inter IKEA Group, for which sustainable development is very important. Our team includes qualified, professional and most of all dedicated co-workers thanks to whom we are successful. It is worth noting that there are people among us who have been working with us since 1992.

Did you know that...

Poland is the most important supplier of furniture to IKEA stores worldwide; every third piece of furniture sold at IKEA stores in 25 countries has Polish origins?

Launch of sales
via www.IKEA.pl.

LISABO table, manufactured
at IKEA Industry Lubawa, receives
prestigious Red Dot Award.

Launch of Remote Kitchen
Scheduling Service.

2016

2017

Opening of the first
Pickup Point (Opole).

IKEA store opening
in Lublin.

We strive to be climate positive

Invariably, the IKEA goal is to offer affordable products and solutions that are better for people and the planet. IKEA inspires Poles and enables them to live a healthy and environmentally friendly lifestyle every day through the „People & Planet Positive strategy” – from producing renewable energy, through waste reduction initiatives, to supporting organisations that educate children.



Karin Sköld

Country Retail Manager and Chief Sustainability Officer
at IKEA Retail Poland

Producing energy from wind, recycling and recovering energy from almost 95% of the waste generated in our stores, withdrawing single-use plastic products from our home furnishing offer, numerous inspiration campaigns and practical tips on sustainable consumption, or supporting local communities in the fight against the COVID-19 pandemic are just a few of the activities we carried out in Poland in the financial year 2020 – activities that brought us closer to our long-term strategic goal of becoming a circular and climate-friendly business.

Did you know that...

as of 2016, Ingka Group's six wind farms in Poland generate more energy than the company uses across all its IKEA stores, distribution centres, shopping centres and offices in Poland?

The first edition of the Polish grant competition „Zabawa to poważna sprawa” (“Let’s play for change”).

Introducing a veggie hot dog to the stores.

Launch of small package deliveries by courier.

2018

Introduction of photovoltaic panels.

Launch of the Distribution Center (e-commerce warehouse).

IKEA store opening at the Blue City shopping center in Warsaw.

Key green achievements



In 2019, IKEA store in Gdansk joined the initiative implemented by the city – “Gdansk without plastic”.



On January 1, 2020 (well ahead of the European Union’s deadline!), IKEA stores stopped selling single-use home furnishing products made of plastic, such as ice and food bags, trash bags, and drink straws.



On World Earth Day 2021, the “YES! for Climate Education in School” public campaign was launched by IKEA Retail in collaboration with partners. The aim of the initiative is to draw attention to the role of and need for climate education in schools based on scientific data and delivered as part of core curriculum.



In June 2020, IKEA Retail opened IKEA House of Tomorrow in Szczecin – a place not only full of vegetation and more planet-friendly products, but, above all, a space for inspiration and exchange of ideas with residents of Szczecin on how to make the home a truly sustainable place to live.



IKEA Retail conducted the third edition of the IKEA grant competition “Let’s play for change”, aimed at social organizations that provide, support and develop ecological education for the youngest – with a special focus on children and youth at risk of social exclusion.



In August 2020, IKEA stores introduced the vegan alternative to the famous IKEA meatballs. This plant-based version has only 4% of the carbon footprint of regular meatballs.

2019

Start-up of Small Parcel Warehouse – distribution of courier parcels from external warehouse near Wrocław.

Introducing vegan strawberry ice cream – another food product that has stolen the hearts of Poles.

Publication of the first Gender Equal Pay Gap Research.

Did you know that...

Poland was one of the first countries where IKEA stores introduced the "Solar energy for the home" offer – a comprehensive service for the sale and installation of photovoltaic panels. Within 3 years, Poland has become one of the leading IKEA markets in terms of the number of installations?

by 2030, all IKEA products will be made only from renewable or recycled materials?

98% of wood used by IKEA manufacturers worldwide comes from more sustainable sources (FSC-certified or recycled wood) and the wood from Poland used by IKEA manufacturers in Poland comes from such sources?



2020

(January 1) Introduction of an additional month of fully paid paternity leave for IKEA Retail co-workers.

(January 1) IKEA stopped selling single-use home furnishing products made of plastic, such as ice and food bags, trash bags and drink straws.

(June) IKEA House of Tomorrow opens in Szczecin.

Introducing 100% plant-based meatballs.

Dynamic development of the Pick-up Points network reaching 64 across Poland.

We want to inspire!

All companies under the IKEA Brand are committed to creating an inclusive and welcoming workplace for all co-workers, regardless of gender, age, culture or beliefs.

50/50

Everyone has an equal opportunity to grow as an IKEA co-worker. This results in a similar number of women and men working at all levels. Gender equality helps co-workers better understand customers and offer them more creative and relevant solutions, products or services.

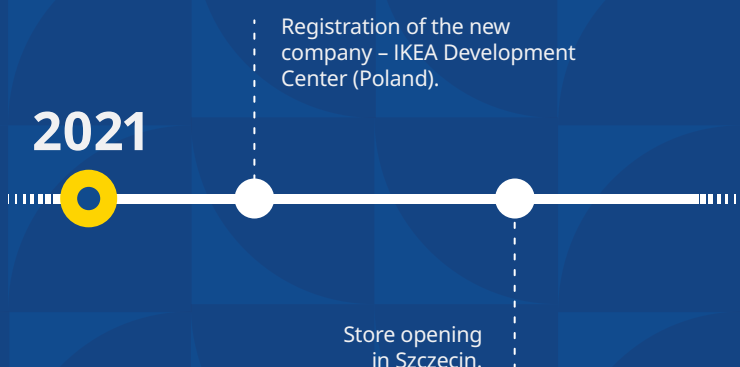
Equal pay

IKEA Retail in Poland strives to close the gender pay gap completely. Currently the difference amounts to 0.16%.

Paternity leave

IKEA Retail in Poland is one of the first companies in Poland to introduce an additional month of fully paid paternity leave to support the balance of caregiving responsibilities. This approach to parental leave is necessary to ensure equal opportunities and positive changes in society. In the future, this could result in a balanced approach to family caregiving roles.

To meet their goals, Ingka Group and Inter IKEA Group draw on the expertise and experience of professional organisations addressing current social challenges. Ingka Group has signed the Women's Empowerment Principles with the UN Women Organization and is one of the few global companies to be accepted as



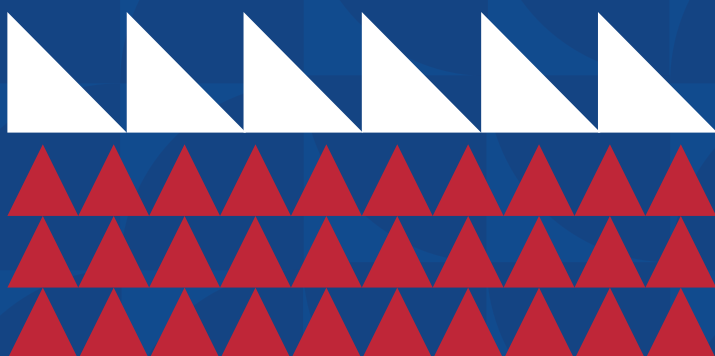
50 years
of IKEA
in Poland!

a member of The Equal Pay International Coalition. EPIC is an initiative led by the International Labour Organization, UN Women and the Organization for Economic Cooperation and Development that aims to make equal pay a reality in all countries and sectors by 2030. Other international organisations supported by Ingka Group include the World Economic Forum, the Equal Pay International Coalition and the United Nations.

Did you know that...

the average length of service as an IKEA co-worker is 8 years, but some people have held IKEA roles for 20 or 25 years, and the current record is 32 years?

gender equality is among the key themes of the three-year Equality, Diversity and Inclusion Strategy that IKEA Retail has been implementing in Poland as of 2020?



**To celebrate
the 60th anniversary
of cooperation with
Poland, a special
collection of furniture
will be launched at
IKEA stores.**

The collection includes the BJURÅN chair – the successor to the chair from the first order (the chair formerly known as ÖGLA). There are also other elements in the collection, like the GUNLEIF chair in solid beech wood, the retro-style EKENÄSET armchair, and the MANDAL bed with comfortable shelves in the headboard.

Furniture from the limited collection for the 60th anniversary of IKEA in Poland has been produced exclusively in Polish factories.





IKEA – YOU CAN COUNT ON US

Since the beginning, companies under the IKEA Brand have worked to build good relations with their environment. The IKEA Brand has blended into the landscape of Polish cities and supports local communities on a daily basis. This became especially visible after the outbreak of the COVID-19 pandemic, when mutual co-operation and caring for people most vulnerable to the pandemic became a priority.

The COVID-19 pandemic required extraordinary measures to protect the health and support co-workers, business partners and communities across the IKEA value chain. As part of the #TogetherWithKindness campaign, Ingka Group and Inter IKEA Group provided in-kind support to Critical Infrastructure Facilities, Community Quarantine Centres, people in crisis of homelessness and poverty, single parents, children and adolescents, among others. The assistance was aimed at protecting the health and livelihoods of those affected by the COVID-19 pandemic.

The pandemic proved to be a particularly difficult experience for the youngest. That is why the Ingka Group, wishing to participate in alleviating the effects of COVID-19, has become involved in helping the Dajemy Dzieciom Siłę Foundation. Ingka Centres, and IKEA Retail have donated a total of PLN 175,000 to the Foundation.

In order to support the development of the Children's Aid Centres and the Child and Family Centre run by the Dajemy Dzieciom Siłę Foundation, the shopping centres belonging to the Ingka Group: Wola Park

in Warsaw, Aleja Bielany in Wrocław, Port Łódź, Park Handlowy Matarnia in Gdańsk and Skende Shopping in Lublin, together with IKEA Retail, have donated over 1000 items necessary for the daily operation of the centres and therapy for the youngest. To help the foundation, Ingka Centres also supported the Helpline for Children and Youth 116 111 by organising an online concert, broadcast on the shopping centres' social media channels. IKEA Retail donated all proceeds from the sale of multicoloured STORSTOMMA bags to the foundation.

In July 2020, IKEA Retail donated furniture and accessories to 37 psychiatric wards for children and adolescents in 34 hospitals across the country. And in December 2020, together with the Dajemy Dzieciom Siłę Foundation and the Ocalenie Foundation, the company launched the "Together for Home" program, which aims to support the creation of a better and safe home for those who do not have one or have lost one. Thanks to IKEA Retail, more children experiencing domestic violence and their families have been receiving psychological support, and dozens of refugee and immigrant families will have access to legal assistance and an extensive housing support program.

In January 2021 IKEA Retail provided furniture, kitchen and bathroom equipment, including quilts, pillows, dishes and blankets, to emergency ambulance stations, 500 medical teams in 10 cities in Poland. In total, almost 50 thousand IKEA products worth almost PLN 700 thousand were given to medical rescuers.

Did you know that...

40 thousand meals for hospitals, emergency facilities and laboratories have been prepared by IKEA Food co-workers as part of the nationwide #WzywamyPosiłki initiative?

50 thousand IKEA products were shipped to paramedics in January 2021?

PLN 4.5 million has been donated by companies under the IKEA Brand in Poland for emergency relief efforts in the fight against the effects of the COVID-19 pandemic?



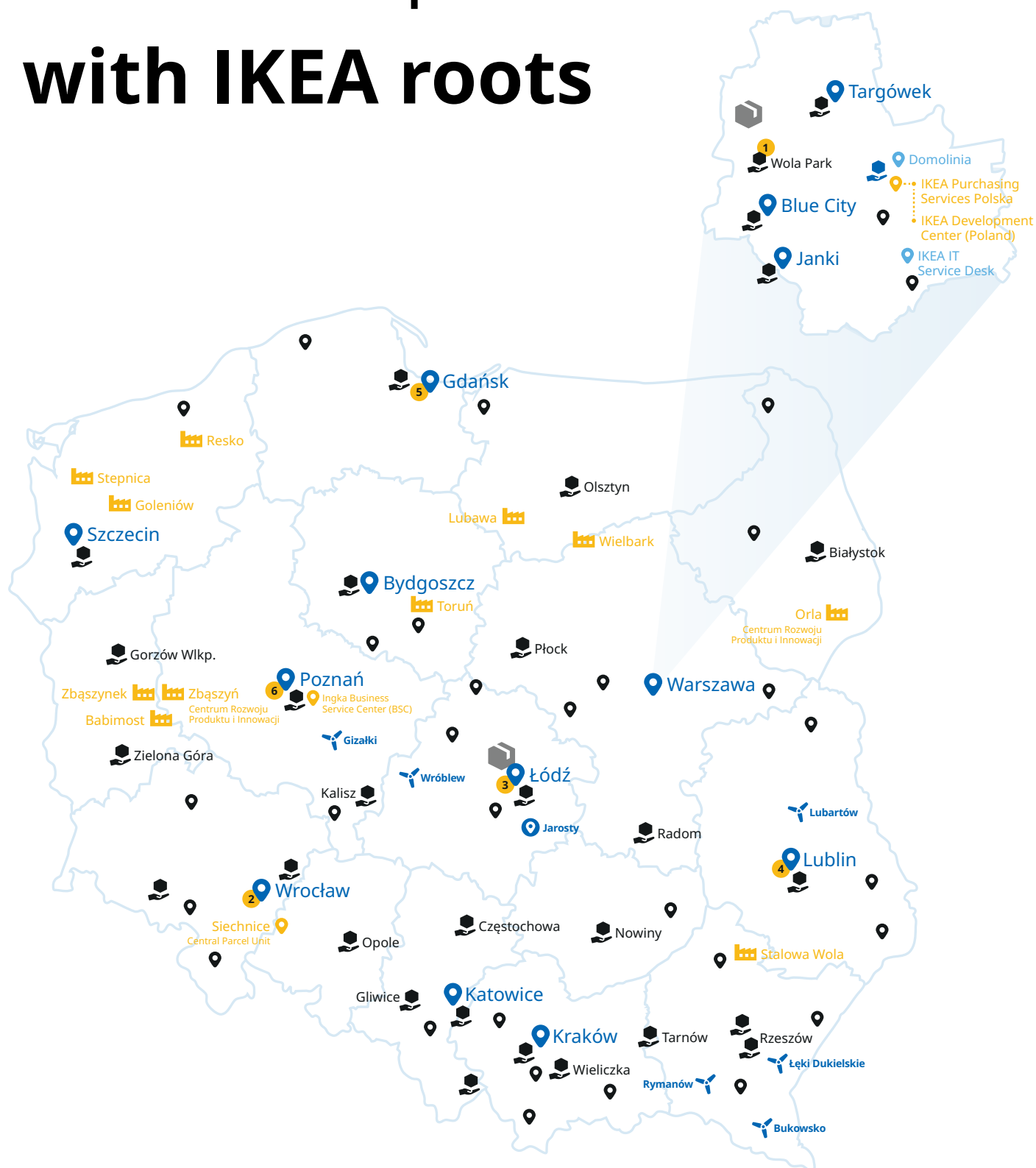
Dagmara Pozowska

Deputy Operations Manager
at Ingka Centres Poland

Ingka Centres share IKEA values: Our mission is to make life better for the many people, so we like to get involved in helping those in need, and supporting local communities. Helping the youngest is especially important these days, as they are particularly vulnerable to the long-term effects of the pandemic.



Polish companies with IKEA roots



Ingka Group



IKEA Store

IKEA Retail Sp. z o.o.



Distribution Center

IKEA Distribution Services



Pick-up Point

IKEA Retail Sp. z o.o.



Mobile Pick-up Point

IKEA Retail Sp. z o.o.



Pick-up at IKEA parcel lockers



Wind farms

IKEA Retail Sp. z o.o.

Ingka Centres – meeting places

Ingka Centres Polska

1

Wola Park

2

Aleja Bielany

3

Port Łódź

4

SKENDE Shopping

5

Park Handlowy Matarnia

6

Centrum Franowo

Inter IKEA Group



Factory

IKEA Industry Sp. z o.o.



**IKEA Purchasing
Services Polska Sp. z o.o.**



**IKEA Development
Center (Poland) Sp. z o.o.**





The IKEA Brand in Poland

Ingka Group

IKEA Retail

The IKEA retail business is operated through a franchise system with franchisees that are authorised to market and sell the IKEA product range within specified geographical territories. Inter IKEA Systems B.V. is the owner of the IKEA Concept and worldwide IKEA franchisor. Today, 12 different groups of companies own and operate IKEA sales channels under franchise agreements with Inter IKEA Systems B.V.

Ingka Centres

has over 40 years of experience operating shopping centres and currently works with 1,600 brands. Ingka Centres locations appear under various brands, including MEGA in Russia and LIVAT in China. Typically, these locations are combined with IKEA stores. Ingka Centres hosts and serves more than 369 million visitors each year at Ingka meeting places. Ingka Centres creates meeting places in collaboration with the local community, tenants and partners, helping to create an emotional connection and sense of belonging among them. In Poland, Ingka Centres manages a total of more than 420,000 m² of leasable space in 6 meeting places, with more than 700 stores located within them.

IKEA IT Service Desk

is present worldwide and is divided into five areas: North America, Northwest Europe, Central Europe, Southeast Europe and Asia Pacific. The office located in Warsaw provides services to IKEA co-workers working in 27 countries in South-Eastern and Central Europe, Africa and Asia. IKEA IT Service Desk helps to create better everyday conditions for the people affected by IKEA operations – from co-workers and customers to the millions of people working in the value chain. Focusing on the end user (i.e. IKEA co-workers) is key, because a co-worker satisfaction translates into customer satisfaction.

Ingka Business Service Center (BSC)

is responsible for providing financial and human resources services to Ingka Group entities across Europe. Currently Ingka BSC employs nearly 500 specialists representing 27 nationalities. Ingka BSC in Poznań is the European centre of Ingka Global Business Operations and supports over 20 countries worldwide.

IKEA Distribution Services

owns and manages the warehouse in Jarosty and is responsible for supplying IKEA stores in the region (13 countries in Central-Eastern Europe), as well as for the e-commerce distribution on the Polish market (pallet and parcel distribution). The Distribution Centre in Jarosty is one of the biggest warehouses in the IKEA logistics network. The area of the warehouse is 157,000 square meters, and its capacity is nearly 300,000 pallets. IKEA Distribution Services is also responsible for ensuring the highest quality of distribution and optimization of warehouse processes.



Inter IKEA Group

Inter IKEA Group is the group of companies that connects IKEA franchisees with range development and suppliers, and aligns the overall IKEA strategic direction. All to create a better everyday life for the many people. The Group includes Inter IKEA Systems B.V. – the worldwide IKEA franchisor – as well as range development, supply and certain industry activities.

IKEA Industry

manufactures wooden furniture in as many as 18 plants in 8 locations in Poland. IKEA Industry factory in Zbąszynek, due to its production volume, floor space and number of co-workers, is considered to be one of the largest furniture manufacturing plants in the world. The company wants to be a leader in sustainable furniture production and Poland is a key investment destination. Through the Sustainability Plan, each year the company sets and achieves specific goals, both in terms of sourcing materials and production. Product development and innovation centers located at the production facilities work with specialists throughout IKEA to create new environmentally friendly designs and offer even more functional and affordable products to IKEA customers.



Petra Carlberg

Member of Board of IKEA Development
Center Poland

The IKEA business model is designed to be close to both the many people using IKEA products as well as the many supply partners. Poland is a perfect location for shortening the distance between the many people and the many partners. This allows us to fully utilise the unique capabilities of the region as well as gain faster time to market when developing new great IKEA products – always with affordability, sustainability and quality in mind.

IKEA Purchasing Services

is a representative office that serves as a link between suppliers and IKEA businesses around the world. It builds long-term partnerships and relationships based on trust, strong development and long-term goals. IKEA Purchasing cooperates in Poland with 192 suppliers (79 suppliers of furniture, 46 suppliers of components, 10 suppliers of food and 57 transport providers). Nearly 28% of the wood used for IKEA furniture comes from Poland, making it the number 1 supplier country for IKEA.

IKEA Development Center Poland

has one well-known ambition – to create a better everyday life for more than 3 billion people around the world. This is possible by providing an IKEA product range that reflects their different needs and desires, at prices so low that as many as possible will be able to afford them.

Working with IKEA product range, the company aims to understand and adapt to the realities of the many people on IKEA markets, and the reality of our many partners.

Poland is one of four selected strategic locations in the world and the only one in Europe. This location gives us the advantage of being in the middle of an important retail region as well as close to our supply partners. Products that are developed in Poland, in close cooperation with both our retail and supply partners, are sold globally or in specific markets. Our capabilities are strongly connected to the regions we operate in. Based on the local supplier's capabilities we are focusing on development of wood-based and upholstered furniture. Sustainability is a natural part in all our product developments with the aim to reduce IKEA's climate footprint now and for the future. The main competences in our Development Center include product design development, product design engineering and project controlling as well as marketing and product communication. Part of our business assignment is also being a testbed that pilots, evaluates and further deploys new tools, ways of working and business opportunities, which perfectly taps into our location in Poland. Moreover, IKEA Development Center plays an important role in competence development in the field of product development.



BUSINESS PARTNERS OF THE IKEA BRAND COMPANIES IN POLAND

Throughout the 60-year history of IKEA in Poland, the company has established many long-term business partnerships that are the key to the brand's success, not only in the country, but also around the world. IKEA continues its cooperation with suppliers of furniture established in 1961, and has made many other important friendships – both operational and relational. Below you can find out about some of the brand's business partners in Poland with the longest history of cooperation.

Ikano Group

is an international group of companies active within banking, real estate, production, insurance, data analytics and retail, which was established in 1988 and is owned by the Kamprad family. Ikano Group is one of the key partners offering banking facilities at IKEA stores, which makes IKEA more accessible to customers as they can take advantage of convenient instalments for purchases. Additionally, Ikano Industry is one of the suppliers of products for IKEA.

Ikano Bank

in Poland has been helping to fulfil dreams of unique interiors for 11 years by providing financial solutions at all Polish IKEA stores and at [IKEA.pl](https://ikea.pl). It also offers the IKEA Family credit cards, cash loans for any purpose and financing for photovoltaic installations promoted by IKEA.

Ikano Industry

previously Dendro Poland, started its activity in 1992, and since 2009 the company has been producing mattresses. They are produced in factories in Rogozno and Krajenka, where the whole process takes place, starting from the production of polyurethane foam and nonwovens, through cutting, gluing, sewing covers, assembly and finally shipping of the finished product. For more than 7 years now, Ikano Industry in Rogozno has been the first and so far only installation in the world, which makes it possible to process the foam off-cuts generated while manufacturing new foam.



Sylwester Pedowicz

Country Manager at Ikano Bank
Polish Branch

On the 60th anniversary, I would like to wish all IKEA employees in Poland all the best. We are proud to work together as business partners. As Ikano Bank we care about our customers' satisfaction, so the financial products we offer are simple and functional, like IKEA furniture. We also support the solar revolution by enabling the purchase of photovoltaic installations on instalments.

Interogo Group

is owned by Interogo Foundation. In addition to Interogo Holding, Interogo Foundation also owns the Inter IKEA Group of companies through Inter IKEA Holding B.V. in the Netherlands.

Vastint Poland

is part of the Vastint Group, an international organization operating on the European real estate market for over 30 years. Its core business is real estate portfolio management and development of office, residential and hotel projects. Since 1992, the company has been active on the Polish market, where it develops and maintains its investments, thus providing comfortable and sustainable living, working and leisure environment for the many people. Poland

is the largest market among the eight countries where Vastint Group has its branches.

In 1992 IKEA opened their second store in Poland located at building of Swede Center (former name of Vastint Poland) in Aleje Jerozolimskie in Warsaw. Nowadays, IKEA and Vastint operations are not linked, but companies are in good, friendly relations.



Roger Andersson

Managing Director at Vastint Poland

Congratulations to the colleagues from IKEA for the grand anniversary. It is inspiring to see IKEA's development in Poland over the past six decades. Just like for the entire Group, sustainable development is very important for us. We consistently reduce our consumption of natural resources and energy, select building materials based on their long-term impact on the environment and people, and care about the well-being of the users of our projects.



PRAWDA

is a production and services company established in August 1989 by its President, Roman Prawda. Initially, PRAWDA manufactured soft toys and cushions. Changes taking place on the market in the second half of the 90s brought about many new opportunities and in 1997 led to a decision to change the company's production profile to the manufacture of plywood fittings.

Today PRAWDA, a long-term IKEA supplier, is a manufacturer of birch and pine furniture. Cooperation between IKEA and PRAWDA has a history of over 30 years.

PACYGA

is specialized in the production of high quality children's furniture. Cooperation with IKEA has continued uninterruptedly since 1993. PACYGA uses only safe and high-quality materials that meet the stringent requirements of European (EN) and international standards. As an FSC®-certified company (FSC® C023598), PACYGA uses only materials from well-managed FSC-certified forests and other controlled sources.

COM40

cooperation with IKEA began in 1998, thanks to the fact that the company had experience as a manufacturer of clothing, in fact as a sewing factory. The first products COM40 made for IKEA, were simple chair pads and now they deliver more than few hundreds indexes to IKEA stores including sofas, beds, chairs, cushions, covers. Together with IKEA, COM40 strives at all times to achieve the highest customers' satisfaction by constantly offering outstanding products and services in terms of design, quality, sustainability, availability and costs.

Most famous IKEA furniture produced in Poland

Share of products manufactured in Poland in IKEA global production in 2020:



STRANDMON
63%



HEMNES
74%



KALLAX
70%



LACK
67%



SINNLIG
76%



HÖVÅG
74%



IKEA around the world



Over **455** IKEA stores in **60** countries



IKEA ambition is to inspire and enable 1 billion people to live healthier and more sustainable lives within the limits of the planet



Over **217 000** co-workers worldwide



Almost **4 000** more sustainable¹ products out of **9 500** available in IKEA range

¹products made from recycled, renewable materials or materials which come from more sustainable sources

As of April 2021

Tack Polen!

Thank you, Poland!

Dziękujemy Polsko!

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