

# IKEA US Annual Summary

Fiscal year 2025: September 1, 2024–August 31, 2025





# Executive summary: FY25 IKEA US annual overview

FY25 was a year of purpose, momentum, and meaningful progress for IKEA US. As you explore this Annual Summary, you'll see how we strengthened the foundation for long-term growth while staying true to our mission: **to create a better everyday life for the many people.**

This year, we expanded what accessibility means—meeting people where they are through new store formats, improved omnichannel services, and insight-driven campaigns to help us become easier to find, easier to shop, and easier to feel at home with. From **the Year of Sleep** to **small-space living** and **Ready for College**, our work connected with real everyday moments shaping everyday life, reminding people that a better home truly creates a better day.

**Rewards from IKEA Family** marked a new chapter in personalization, deepening relationships with our most engaged customers and supporting continued growth. Behind the scenes, investments in **fulfilment, remote services, and digital innovation** made the customer experience faster, more reliable, and easier for co-workers to deliver.

Sustainability continued to be both our compass and our catalyst. Throughout FY25, **we embedded circularity, zero emission delivery, and local environmental action into everyday operations**—reducing our footprint while building a business that is more trusted, efficient, and future-ready.

And at the heart of everything, our investment in people and communities is clear. Through the Year of Talent and our People Plan, **we strengthened belonging, leadership, and growth for our co-workers.** Across the country, we showed up for communities through partnerships, civic engagement, and disaster response—showing that our commitment extends far beyond our stores.

We hope you see how **optimism and an entrepreneurial spirit guided our work.** FY25 was not just a year of operational progress; we also laid the groundwork for how we show up for the many people, and demonstrated that IKEA is more accessible, more sustainable, more human, and more resilient than ever.

The steps we took in FY25 are already shaping a brighter future. Together with our customers and our co-workers, we're creating an IKEA that will inspire, uplift, and improve everyday life for generations to come. Let's continue to **dream the possibilities**, one meaningful moment at a time.



## Building better into everything we do



For generations, we've been on a mission to bring inspiring and affordable home furnishings to the many people regardless of wallet size. We're focusing on omnichannel innovation to seamlessly integrate our physical and digital channels to bring IKEA to more people, and offering affordable products, services, and solutions that make healthier and more sustainable living easier.

We only have one planet, the home we all share. We're taking bold steps across our business to reduce our greenhouse gas emissions, minimize resource use and waste, and promote biodiversity and water conservation. We're making it easier for our customers to act, too.

People are at the heart of everything we do. We want to take a leading role in creating a fairer and more equal society. Starting with our co-workers and supply chain, extending to our customers, neighborhoods, communities, and society at large—we're determined to be a force for good.

We do business with a humanistic outlook, guided by our vision and values. We push to be a fair, inclusive, and empowering company with good governance and respect for human rights across our value chain. We reinvest a large part of our net income in our business with the remainder paid as a dividend to the Stichting INGKA Foundation to achieve its charitable purpose.



In FY25, we focused on removing barriers so more people can create a better everyday life at home. We reinforced our commitment to accessibility in every sense—where people shop, how they live, and how IKEA shows up in their everyday lives.



# Better homes



## Closer to the many

In FY25, we continued to adapt our expansion strategy to meet evolving customer needs, with **a clear focus on convenience and accessibility**, bringing IKEA closer to where people live and shop. We advanced our small-format store concept while maintaining selective growth of Plan & Order Points with integrated pick-up services.

### Small-store strategy

This year marked a pivotal step toward our small-store vision, stores starting at **30,000 square feet**, which will accelerate in FY26. Our small-format stores—like the one we opened in [San Marcos, TX](#) in July 2025—make the most of every square foot, combining planning services with an efficient shopping experience to support an omnichannel approach.

As shopping habits evolve, we're responding with formats that fit customers' lives. While footprints may be smaller, the full IKEA product range remains within reach through delivery and pick-up points, ensuring customers can still bring home all their favorite IKEA products with ease.

Our expansion strategy also prioritizes **adaptive reuse and efficiency upgrades**. In FY25, we advanced projects to retrofit existing retail locations with **solar PV installations** and **improved heating and cooling systems**, reducing environmental impact while speeding up build out of new units. Each opening reflects our commitment to meeting customers where they are—closer, faster, and more sustainably.

### Expansion highlights

FY25 was a year of meaningful progress toward our vision of accessibility. We opened:

- **One small-format store** (San Marcos, TX)
- **Nine new Plan & Order Points** with integrated pick-up services in key markets (Scottsdale, AZ; Portland, OR; Charlotte, NC; Roseville, MN; Ontario, CA; Colma, CA; Thousand Oaks, CA; Hunt Valley, MD; and Cherry Hill, NJ)
- **Two IKEA-branded pick-up points** (Laguna Hills, CA and Santa Monica, CA)
- **Two pop-up pick-up points** in the Chicago area, and additional non-branded pick-up locations nationwide.





## Rewards from IKEA Family

In May 2025, we introduced [Rewards from IKEA Family](#), a **new benefit that lets members collect points throughout their entire IKEA journey**—from planning to shopping to purchasing. As members earn points, they unlock rewards like discounts on products, delivery savings, and free meals at the Swedish Restaurant.

**The program strengthens our ability to deliver a more personalized experience**, offering value at every interaction and encouraging members to share their preferences so we can provide an even better shopping experience. IKEA Family members continue to be among our most engaged customers, generating nearly double the average order value of non-members and accounting for more than half of total US sales.

### Members can earn points in many ways:

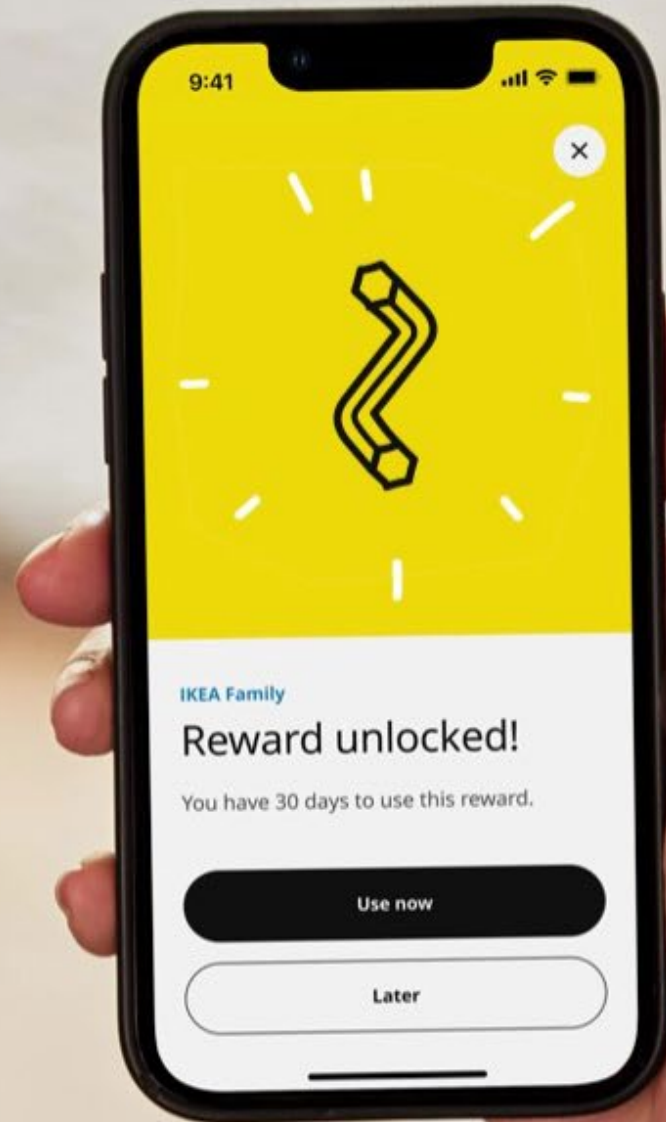
- **1 point** per \$1 spent online and in-store
- **10 points** for sharing a gift registry
- **25 points** for creating a wish list or saving a kitchen plan
- **50 points** for signing up, going to an event, or completing a planning appointment

Rewards begin at **60 points for free food, 175 points for \$5 off a purchase, and 350 points for \$10 off delivery.**

This new benefit builds on the perks members already enjoy, including exclusive discounts, reduced delivery fees, free coffee and tea, and access to workshops and events.

## FY25 results

- **25 million total members**, up 17% from FY24
- **9% growth** in active members
- **3% increase** in member transactions
- **Nearly double** the average order value versus non-members (members \$183, non-members \$90)
- **56% of total US sales** came from IKEA Family members





## Expanding growth through cultural relevance

In FY25, we continued to advance our growth marketing strategy by **investing in culturally relevant, in-language storytelling that deepened connections with Hispanic consumers** across the shopping journey. As part of our broader growth agenda, this work focused on high-growth customer segments driving category expansion in the US. The sustained effort delivered measurable results, with increases in brand awareness, consideration, and penetration over the past two years—demonstrating that **culturally rooted marketing is supporting long-term growth**. The impact of this work was further recognized through multiple industry awards for the Como Tú Le Digas campaign, reinforcing the business value of cultural insight.





## Ready for College

FY25 spanned two Ready for College seasons, allowing us to connect with students and families online, in stores, and on campuses with affordable, stylish solutions for every living situation. We began the year with our [Ready for College bus tour](#), bringing a mobile, IKEA-styled experience to key markets and inspiring students with compact, multi-use setups ahead of peak move-in season. We closed the year with **Grad Bash** and **Field Day**, helping high school seniors explore space-smart ideas for dorms and first apartments before their college journey begins.

Through **more than 40 local activations across priority markets**—including campus partnerships, college decision-day moments, and collaborations with six college creators—we built meaningful connections and encouraged students and families to visit IKEA for inspiration and solutions.





## Year of Sleep

The Year of Sleep marked our renewed commercial focus on **helping more people enjoy better nights and better days**. Through products, insights, and experiences, we highlighted simple, affordable solutions that support quality sleep at home.

### Turning insights into better rest

To deepen understanding of how Americans sleep, [we partnered with the National Sleep Foundation](#) on a nationwide study. Insights from the collaboration helped guide practical, affordable solutions and informed tools that make it easier for customers to create better sleep at home.

### Six sleep essentials

1. **Light:** Darker nights, brighter mornings
2. **Air quality:** Fresher air, better rest
3. **Temperature:** Cool, comfortable sleep
4. **Sound:** Quieter spaces, calmer minds
5. **Comfort:** Supportive mattresses and bedding
6. **Declutter:** Tidy rooms, clearer headspace





## Delivering complete sleep solutions

As part of the Year of Sleep, a fully integrated campaign helped position IKEA US as a destination for complete, affordable sleep solutions. This included high impact moments such as a **3D billboard in Times Square** and targeted activations during National Sleep Week—designed to bring greater awareness to everyday sleep challenges and solutions.

We also debuted our [new mattresses](#) at Sleepeasy NYC in August 2024, earning national attention for comfort, performance, and value designed for the many people.

In FY25, **IKEA sleep products were recognized across leading US consumer and lifestyle publications**, reflecting strong performance in quality, design, and accessibility.





## Design Days 2025

This year, IKEA US took a bold step into the heart of the design community with our **first ever pop-up showroom at Fulton Market Design Days 2025** in Chicago. During Design Days, visitors received an inside look at how **IKEA is reimagining commercial spaces**. Later, the pop-up opened its doors to the public, extending the experience to anyone curious about exploring what's next in business-focused design.

Inside the showroom, guests discovered the [MITTZON series](#), a modular, thoughtfully crafted line designed specifically for modern workplaces. Alongside it, IKEA celebrated the 40th anniversary of the iconic [STOCKHOLM](#) collection, honoring a legacy of craftsmanship while inspiring new ways to bring comfort and beauty into business environments. Together, these collections showcased scalable solutions that meet the needs of small startups, large offices, and everything in between.

Debuting these collections at Design Days reinforced IKEA for Business' role at the forefront of the market, addressing the growing need for affordable yet high-quality design solutions and helping businesses create spaces that work as beautifully as they look.

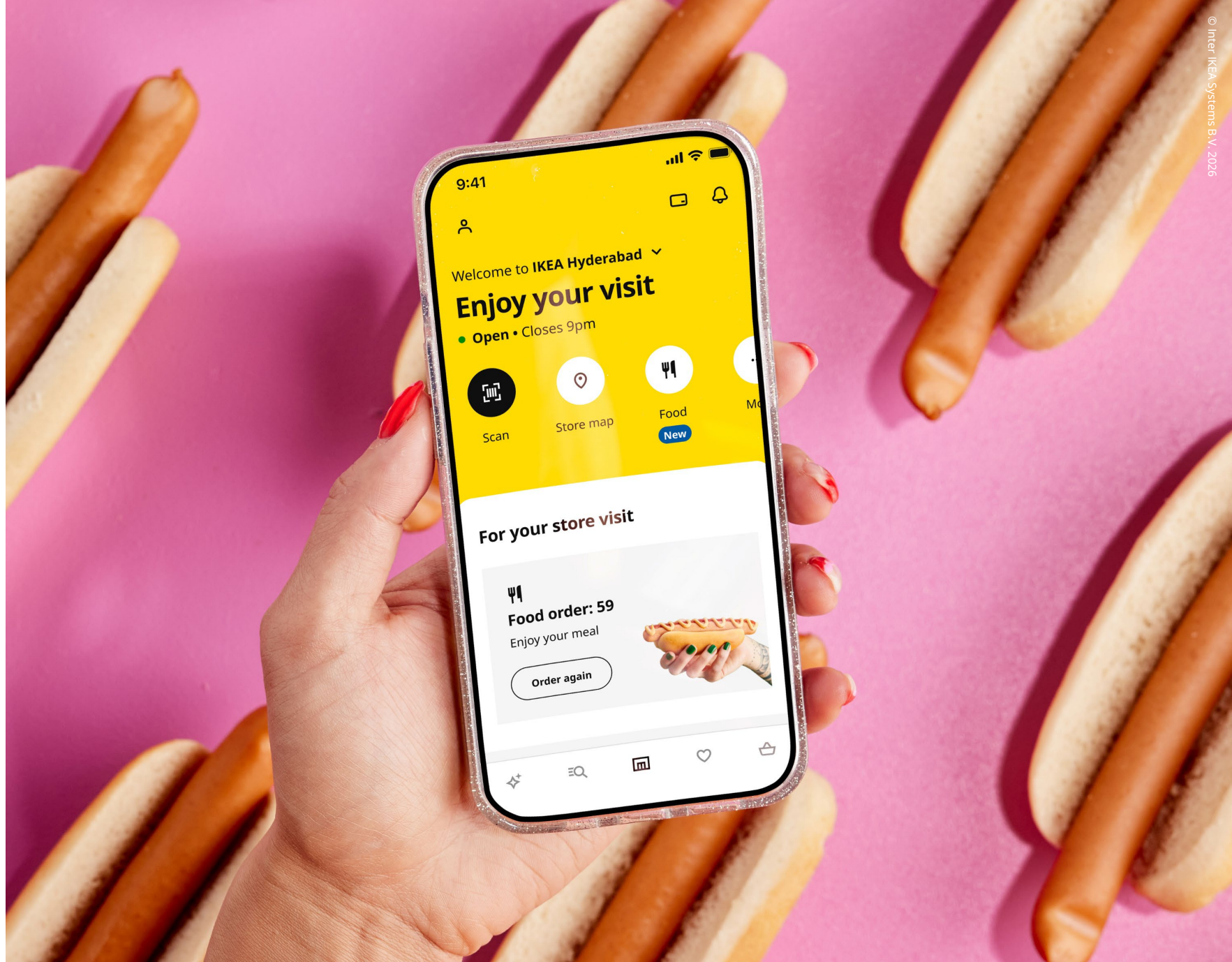




## Making great food even more accessible

In FY25, food remained a meaningful part of the IKEA experience, bringing people together through quality, affordability, and ease. We made our food offer even more accessible—most memorably by offering the iconic Swedish meatball for just \$0.25—while **expanding our offering with 40 new products and welcoming back fan favorites** in close partnership with our global teams.

To make enjoying IKEA food even easier, **we launched Food Mobile**, embedded in the IKEA app, in January 2025, giving customers a faster, more flexible way to order, reducing wait times, and creating a smoother, more enjoyable dining experience from start to finish.





In FY25, we demonstrated that sustainability is a driver of long-term business value. These efforts show that being a good steward of the planet supports growth, resilience, and loyalty—making Better Planet integral to how we operate today and build for tomorrow.



# Better planet





## Reducing waste and offering value with Too Good To Go

We partnered with [Too Good To Go](#) to help customers save surplus food from going to waste. Through the program, shoppers can reserve discounted “Surprise Bags” filled with high-quality food nearing its sell-by date, ensuring it’s enjoyed instead of ending up in a landfill.

In FY25, **IKEA US customers saved an estimated 42,600 meals, with more than 33,000 people participating.** The program also generated about \$185,000 in expected earnings, showing that cutting waste can be good for both the planet and the business.





## One Home, One Planet: Advancing circularity

In FY25, IKEA US convened leaders and partners at three **One Home, One Planet events to help accelerate the circular economy**. During New York Climate Week, IKEA hosted two events on improving building energy efficiency and impactful secondhand marketing. In a workshop setting, startups, established companies, and NGOs brainstormed solutions to reduce carbon emissions and cost in the built environment. On the main stage the next day, leaders from business, academia, and nonprofits discussed innovative marketing strategies to promote circular products and services.

In March, IKEA US hosted a One Home, One Planet Dialogue in San Francisco with resale innovators, including ThredUp, Trove, and Goodwill of Central & Northern Arizona, focused on scaling the secondhand market and improving the customer experience.





## Bees and goats support greener operations

In FY25, the **hives in our onsite beekeeping program at IKEA Perryville** helped pollinate 49 square miles and more than 1.5 billion flowers around the Maryland distribution center. The bees produced 100 jars of honey that were shared with co-workers through raffles. As part of the program, 25 co-workers participated in hands-on learning through the Wonders of Beeswax workshop.

In FY25, the **IKEA Tejon** distribution center partnered with a local, family-owned grazing farm to support sustainable land management at the site. **A herd of 100 goats, supported by three herding dogs and an onsite herder, naturally grazed a three-acre lot** in under a week, reducing the need for gas-powered equipment and helping lower emissions. The approach delivered a cost-saving, win-win solution, supporting both sustainability goals and a positive co-worker experience.





## Extending product life through Buyback & Resell

In FY25, [Buyback & Resell](#) and [As-is](#) remained a cornerstone of our journey toward a more circular business, making it easier and more affordable for customers to give IKEA products a second life. As **the only major furniture retailer offering a year-round buy-back and resale service**, we continued to enable reuse at scale—helping reduce waste, extend product lifecycles, and keep affordability at the center of sustainable living. Demand for pre-loved IKEA items remained strong, with **most resale products finding a new home within days**, demonstrating growing customer appetite for circular solutions.

[Spare Parts](#) also played a critical role in **extending product life**. In FY25, more than 446,000 spare parts were used across US stores supporting repair, reuse, and recovery while helping customers maintain their existing products rather than replace them.





## Earth Month

During Earth Month, we engaged customers, co-workers, and local communities around circularity and more sustainable everyday living. **A two-week Buyback & Resell promotion helped give more than 3,500 products second lives in new homes**, driving 2,000 transactions (up over 250% compared to FY24) and increased awareness of our circular services, alongside sustainability-focused product and food offers. Customers also contributed to a month-long donation campaign supporting the [American Red Cross](#), with donations matched by IKEA up to \$50,000.

Co-workers played an active role as sustainability ambassadors throughout the month. Engagement activities included co-worker spotlights, local sustainability initiatives, and the **Carbon Cup digital clean-up challenge, which encouraged more efficient digital storage practices to reduce emissions**. We also welcomed elected officials for store tours, sharing local climate impact data and highlighting how sustainability comes to life in our stores and communities.

## Zero emissions

Zero-emission delivery continued to scale across our operations in FY25. Building on the momentum from FY24, **we increased zero-emission deliveries by 49%**, which reflects our continued investment in cleaner transportation and closer collaboration with our delivery partners. This progress supports our broader ambition to reduce our climate footprint, while making more sustainable home furnishings accessible to our customers.

*"FY25 reaffirmed that doing what's right for the planet is good for business. We continued to expand our circular services, grow zero-emission delivery, and reduce waste to strengthen efficiency, build customer trust, and support long-term resilience. When we invest in a healthier planet, our business and communities thrive together."*

Mardi Ditze | Country Sustainability Manager, IKEA US





# We're taking bold steps...

...to reduce our climate footprint in the US. In FY25, we generated approximately **768,922,625 kWh** of renewable energy, which is more energy than our locations consumed.\*

*\*Includes entities or subsidiaries partly or wholly owned by IKEA Holding US, Inc. and Ingka Investments US, Inc.*



**177,181**

solar panels producing  
37,839,778 kWh  
of energy



**104**

wind turbines producing  
718,671,250 kWh  
of energy



**185,010**

acres of responsibly  
managed forests



**7**

fuel cell arrays  
producing 12,411,597 kWh  
of energy



**2**

geothermal systems



**650,156**

zero-emission deliveries  
(up 49% year-over-year)



**605**

EV charging stations across  
54 properties



**1,956,987**

LED bulbs sold



**4,552,896**

plant balls sold



In FY25, we focused on strengthening people and communities, because inclusive growth and trust are not only essential to our long-term success, but also a key part of our culture and values.



# Better lives





# Everyone is a talent

At IKEA US, **we believe in the potential of every co-worker to grow, learn, and make a meaningful impact.** Upskilling and developing our co-workers is essential to succeeding in an omnichannel world. It ensures that we can meet customers wherever they are, adapt quickly to change, and grow digitally while staying true to culture and values. By investing in our people, we build confidence, capability, and togetherness—today and for the future.

## Year of Talent

In FY25, we implemented the Year of Talent to shift how we engage, develop, and grow our people—empowering co-workers to take control of their professional development. By **making development more accessible and embedded in everyday work**, we continue to invest in upskilling our co-workers to lead as the foundation of our long-term success.

As a result, co-worker sentiment improved, signaling increased momentum toward long-term development, confidence, and growth.

## Protecting time for development

In FY25, IKEA US made learning a visible and consistent part of the workday by setting aside protected time for development. This shift helped co-workers **prioritize learning without competing with daily responsibilities.**

As a result, learning moved beyond short, ad-hoc training toward more meaningful development for our co-workers. Co-workers averaged **13.6 hours of learning during the year, an increase from 3.5 hours in FY24**, supported by approximately 160,000 hours of protected time for learning and upskilling.

## Values-based leadership

Equally important to skill-building is the role of leaders. **Leaders leaned into more frequent, meaningful conversations**, gaining deeper insight into co-workers' strengths, motivations, and development needs. This focus improved the quality of feedback and alignment between individual goals and business priorities. Leadership was reinforced not as a role for the few, but as a shared responsibility—strengthening connection, trust, and the everyday co-worker experience.





## Co-workers come first

At IKEA, creating a better everyday life begins with how we care for the people who make it all happen—our co-workers. **We offer a strong, industry-leading range of benefits** designed to support their livelihoods, health, and overall well-being. With robust healthcare coverage and retirement offerings, **we aim to give co-workers confidence and peace of mind at home so they can thrive at work.** When people feel secure, valued, and supported, they're able to create the warm, welcoming experiences our customers expect.

### Staying power

The impact of this focus is reflected in strong retention and engagement outcomes. In FY25, **voluntary turnover remained well below industry averages**, with store turnover at 23% compared to a retail trade average of 31%, and warehouse turnover at 17% versus an industry average of 22%.

*"When we invest in our people, we invest in our future. By embedding learning into everyday work, strengthening leadership at every level, and creating clear opportunities to grow at IKEA, we're building a business that's ready for what's next—together."*

Neena Potenza | Chief Human Resources Officer, IKEA US





## Equity, diversity, and inclusion

We believe that fairness, belonging, and respect are essential to our culture and our success. When people feel valued and able to be themselves, they collaborate more effectively and contribute their best. **Guided by our values, we continue to embed inclusive practices across the business as a fundamental way of working**—strengthening our co-workers, our communities, and our performance.

### Advancing gender equality

This year, we continued strengthening gender equality across IKEA US, achieving **the closest alignment to pay parity in our history**, with a gender pay parity difference of  $-0.14\%$ , a notable improvement from  $1.07\%$  in FY24.

### Creating a more inclusive workplace

To support inclusive collaboration, **we launched an ED&I learning series** focused on communication, cultural competency, and creating environments where co-workers feel respected and supported. This commitment was reflected in our FY25 co-worker survey results, where ED&I was named a topic of pride by 46% of US co-workers.





## Co-worker Resource Groups

In FY25, we continued to strengthen an inclusive workplace by centering belonging, representation, and shared learning across the business. Through seven active Co-worker Resource Groups (CRGs), **more than 3,000 co-workers across the US** helped bring diverse perspectives into cultural moments, everyday learning, and collaboration—shaping a more connected co-worker experience.

We deepened inclusion through guest speakers in CRG forums who shared lived experiences from diverse communities, helping broaden understanding and foster belonging. We elevated co-worker spotlights, highlighting stories and achievements across communities to **increase visibility, inspire development, and recognize the value of diverse voices**.

Other key moments and actions included:

- **Black History Month and Women's History Month:** "Embrace your space" campaigns amplified co-worker voices through internal communications, social media, influencer storytelling, and cultural observances.

- **Hispanic Heritage Month:** Partnership with [From My Abuela's Kitchen](#) featured shared recipes, cooking stories, a Hispanic/Latino Dala horse contest, Spanish-language digital experiences, and expanded bilingual in-store graphics.
- **Military families and veterans:** Partnership with the [Travis Manion Foundation](#), expansion of resources developed to better support military communities, meaningful recognitions that honor veterans and military families, and Memorial Day activations featuring the Fallen Comrade Table.
- **Disability inclusion:** Launched education and accessibility pilots in all units, alongside an always-on approach to featuring disabled creators during National Disability Employment Awareness Month.
- **Visibility and belonging:** Adoption of the Intersex-inclusive Progress flag to reinforce respect, representation, and inclusion.

Together, these efforts helped create a workplace where co-workers feel seen, valued, and empowered to contribute—**strengthening inclusion as an everyday part of how we work and grow together**.

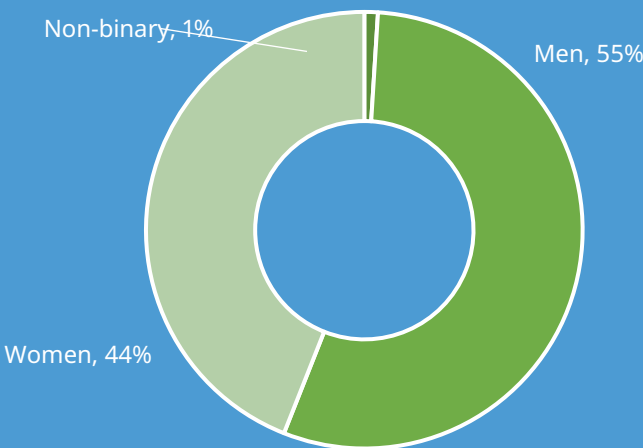




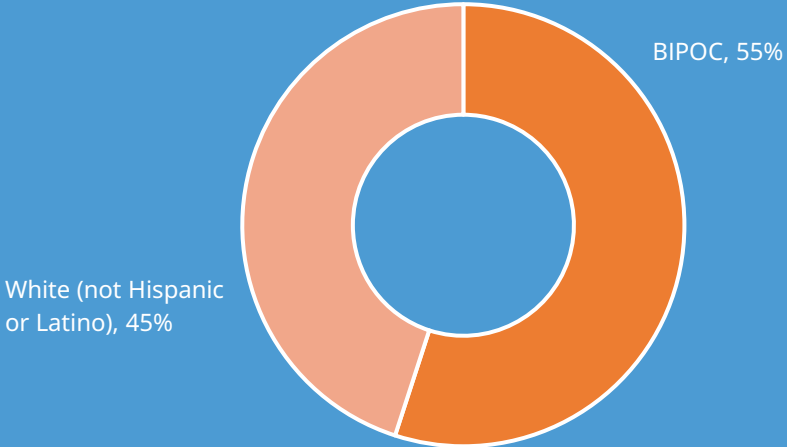
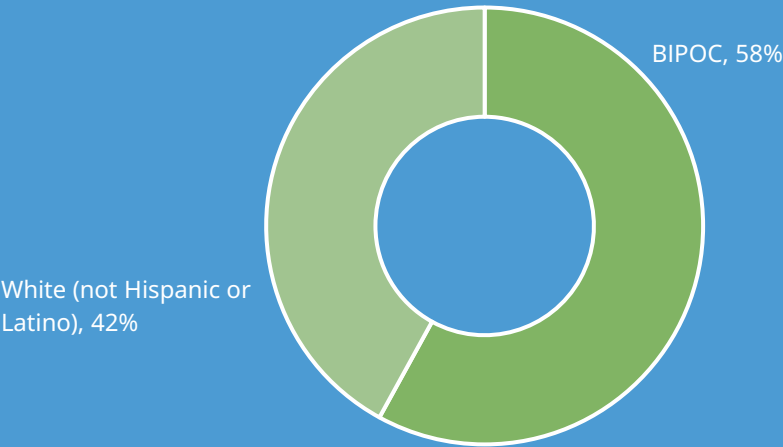
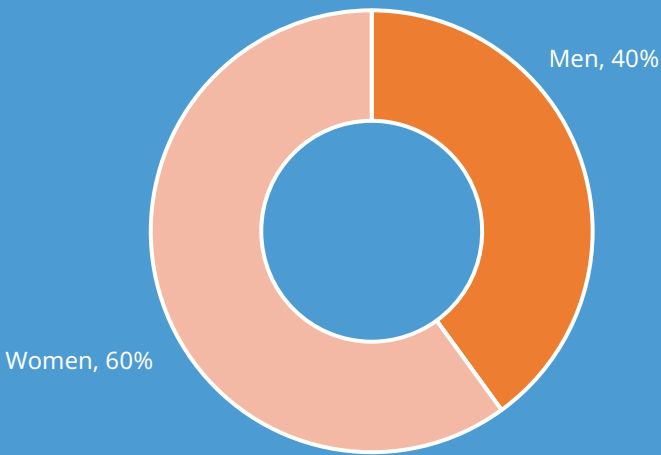
# ED&I by the numbers

We aim to foster an inclusive environment where everyone feels valued. By sharing this data transparently, we affirm our commitment to continuous improvement and progress.

IKEA US co-workers



IKEA US country management team





## Supporting participation in democracy

In FY25, IKEA US supported co-workers by making civic engagement more accessible and easier to navigate. Through voter registration drives, nonpartisan voter education, and—new this year—**paid time off to vote for eligible co-workers**, we helped reduce barriers to voting and encouraged informed participation.

On Election Day, IKEA Swedish Bistros added a simple, joyful touch by offering **free ice cream to co-workers and customers nationwide**, demonstrating the idea that showing up to vote can be both meaningful and tasty.





## United through purpose to support better lives

In FY25, IKEA US advanced our social impact commitments through local leadership and trusted national partnerships. Co-workers and customers came together to **support families experiencing homelessness, respond to climate-driven emergencies, and strengthen community resilience**—showing how everyday actions rooted in care can create meaningful change.

### Partnering for national impact

We strengthened our collaboration with six national partners—[American Red Cross](#), [Save the Children](#), [Good360](#), [Family Promise](#), [The Trevor Project](#), and [Rainbow Railroad](#)—to extend support beyond our stores and into communities where it's needed most.

### Our impact in FY25

- **\$768,000** in total partner contributions (financial and in-kind)
- **Five** national matching campaigns
- **15** local partner activations

### Family Promise: Five years of partnership

Together with Family Promise affiliates nationwide, we have helped families experiencing homelessness through housing stabilization, shelter transformation, and prevention services for five years, combining local reach with national scale.

Over the five years of partnership, stores in more than 20 markets have **renovated and furnished temporary housing to create safe, dignified spaces** and supported over 30 local affiliates across the US. In total, IKEA US has provided nearly \$600,000 in financial contributions and in-kind home furnishing donations to Family Promise. In FY25, IKEA US helped to support over eight local affiliates, donated \$25,000 in financial support for prevention programs, and provided \$75,000 in in-kind home furnishing donations.





## Standing with communities in times of crisis

Local markets mobilized quickly in the face of climate-driven disasters across the country with financial support, in-kind donations, and customer-matching campaigns:

- **Florida:** Supported post-hurricane relief (Helene, Milton) through national community partners; \$300,000 in financial contributions to local organizations and \$200,000 in in-kind support to Good360.
- **Texas:** Supported flood relief efforts through community partnerships with Good360 and local organizations; \$100,000 total (\$75,000 financial, \$25,000 in-kind).
- **Los Angeles:** Supported California wildfires relief efforts; \$100,000 to American Red Cross, \$100,000 to Save the Children, and \$100,000 in-kind to Good360.

### FY25 US emergency response

Nearly **\$600,000** in total contributions (financial and in-kind) across **42** local market activations





# Local impact in action

Across the country, IKEA US stores partnered with local organizations to address urgent community needs with contributions totaling \$1.2M, combining in-kind furnishings, co-worker volunteer time, and design expertise to create lasting impact.

FY25 highlights include:

- **Youth and education:**

- **IKEA St. Louis** furnished learning spaces at [Gene Slay's Girls & Boys Club](#), supporting 700 youth with technology-ready environments.
- **IKEA Pittsburgh** transformed a classroom into an entrepreneurship hub serving 275 students annually.

- **Economic opportunity and belonging:**

- **IKEA Grand Prairie** helped equip college students with essentials and mentorship for a confident start to campus life.

- **Food and immediate needs:**

- Co-workers from **IKEA Houston and Baytown** volunteered with the [Houston Food Bank](#), packing over 42,000 meals for families facing food insecurity.

- **Housing, stability, and safety:**

- **IKEA Chicago, Burbank, Round Rock, and Draper** donated furnishings to support shelters, transitional housing, and teen centers—helping individuals and families move from crisis toward stability with dignity.
- **IKEA Fishers, Covina, and Tampa** partnered with [Coburn Place](#), [YMCA of San Gabriel Valley](#), and [The Spring of Tampa Bay](#) to support survivors of domestic violence, donating \$45,000 in combined cash and in-kind furnishings to help create safe, dignified transitional housing for individuals and families rebuilding their lives.





## Supporting the LGBTQIA+ community

IKEA US earned a **100% score on the [Human Rights Campaign Corporate Equality Index](#)**, affirming our commitment to equitable policies, benefits, and protections.

During Howard University's homecoming week, we unveiled the **[IKEA US Multicultural LGBTQIA+ Resource Center](#)**, co-designed to provide a welcoming, functional space that fosters connection and belonging for student members of the LGBTQIA+ community.

We participated in **[Pride activations](#) across Washington, DC, San Francisco, and the Twin Cities in FY25**. Our teams supported World Pride in DC, designed and built the ABC7 broadcast stage for San Francisco Pride, and contributed \$50,000 in home furnishings to equip the new LGTBQIA+ community hub at the Pride Cultural Arts Center and to the Rainbow Wardrobe program in the Twin Cities.

Pride-related product-linked initiatives generated **\$50,000 for The Trevor Project** and **\$150,000 for Rainbow Railroad** through [STORSTOMMA](#) bag and rainbow cake sales.

## Supporting racial equity in our communities

We deepened partnerships that advance racial equity in the communities we serve. Across multiple markets, stores supported Black-led organizations, HBCUs, and talent pipelines through financial and in-kind contributions:

- **IKEA West Chester** partnered with [Central State University](#) to design and build a career closet to help students prepare for the workforce.
- **IKEA Canton** partnered with the [Black United Fund of Michigan](#) to create and host the Youth Retail Education Program by providing a \$15,000 direct contribution and an additional \$5,000 in in-kind support.
- **IKEA St. Louis** donated \$19,000 total across [two 100 Black Men](#) partnerships to support the refresh of their community center, mentorship, and youth programming.
- **IKEA Fishers** contributed \$9,000 to [100 Black Men of Indianapolis](#), with in-kind product support that included college living dorm packages for high school seniors.
- **IKEA Minneapolis** donated \$11,900 in in-kind donations to [The B Suite](#), supporting a cultural hub for Black entrepreneurs.





This year, we focused on strengthening the capabilities behind the IKEA shopping experience. We modernized our fulfillment processes, expanded remote services, & invested in digital tools. Together, these efforts reinforced IKEA US as a more resilient, customer-centric business built for long-term growth.



**Better  
company**



# Modernizing customer fulfilment to meet the many people

IKEA US is evolving to meet customers where and how they shop, which means **modernizing our fulfilment network**. By improving efficiency across the value chain, we reduce costs and environmental impact while increasing speed, availability, and convenience for customers.

## Fulfilling closer to the customer

Our stores remain at the heart of our strategy, and now we are expanding their role to include fulfilment. **By enabling stores to fulfill online orders, we've increased capacity, improved delivery speed, and reduced costs.** Local fulfilment also lowers delivery miles and emissions, supporting our sustainability goals while making more products available to customers faster and closer to home.





## Evolving our network

**IKEA Roseville, MN** evolved from a pop-up location to a Plan & Order Point with Pick-up in December 2024. This update offers customers greater flexibility to plan their spaces, place orders, and collect items locally.

**IKEA West Sacramento, CA** expanded its operations with the addition of an 82,000 square foot warehouse in January 2025. The expansion strengthens fulfillment capacity and supports faster, more efficient deliveries for customers across the region.

**IKEA Draper, UT** also expanded the store with an additional 47,000 square foot warehouse and administration area. This expansion enables IKEA Draper to significantly increase its capability to serve customers in the Salt Lake City area with home delivery and collection services.

*"We're adapting to be near the customer because convenience, accessibility, and sustainability aren't just goals; they're the foundation of how we grow. Every new format, every upgrade, is about making IKEA part of everyday life for the many—closer than ever before."*

Rob Olson | Chief Operating Officer, IKEA US





## Automation and technology

Across our fulfilment centers, we're implementing automation and new technologies, like **drones for inventory management**. Inventory precision is a key success factor to efficient fulfilment operation and is a pre-condition for successful supply chain execution.

We also rolled out **the Delivery Management Platform (DMP)**. It provides real-time delivery visibility for customers and co-workers. Customers benefit from improved tracking, flexible delivery scheduling, and proactive communication—reducing failed deliveries and “Where is my order?” inquiries. DMP improves order visibility, shortens case resolution, and strengthens quality assurance.





## Modernizing fulfilment centers for growth

In FY25, IKEA US modernized automated siloes at our fulfillment centers in Perryville, MD and Tejon, CA, **replacing end-of-life equipment with fully automated systems**. The upgrade reduces downtime, improves pallet quality, increases capacity, and enables 24/7 operations.

**This investment created new opportunities for co-workers** to upskill and focus on higher-value work. These improvements strengthen supply chain reliability and support long term growth.

*"As customer needs continue to evolve, IKEA US is transforming how we fulfill orders to better serve the many people. By modernizing our fulfilment network, we're increasing speed, availability, and affordability while reducing environmental impact—strengthening our supply chain and enabling us to meet customers where and how they shop."*

Frank Kantner | Country Customer Fulfilment Manager, IKEA US



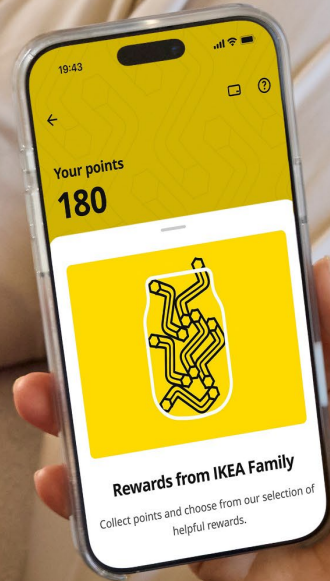


## Digital experience at IKEA: Building a stronger foundation for growth

This year, we strengthened our digital foundation to make it easier for customers to connect with us and to support the systems behind their experience. **Investments in tools and automation** improved efficiency and reliability, helping teams work more effectively and deliver better results. We **updated our online Safer Homes wall anchoring guidance** to make it clearer and easier to use, supporting safer choices before and after purchase. To better meet customers where they are, we **expanded Mobile Point of Sale**, giving co-workers more flexibility to serve customers beyond the traditional checkout. Together, these efforts helped create a smoother, safer, and more convenient experience.

*"We continue to strengthen the digital experience to make it easier and more convenient for customers to shop with us. By investing in foundational capabilities and introducing new tools, we're creating a seamless journey across channels. These efforts position us to deliver more personalized and relevant experiences for the many people we serve."*

Amanda Effron | Chief Digital Officer, IKEA US





## Meeting the many, anywhere they are

FY25 was a milestone year for the Remote Customer Meeting Point (RCMP). Through phone, chat, social media, and specialized services, we **supported over 3 million people and surpassed \$100 million in remote sales** for the first time.

### Service that makes a difference

As remote sales grew, our commitment to exceptional service remained central. We reached our highest Support Happy Customer Score yet, driven by continued investments in training, new digital tools, and the rollout of Purchase Issue Resolution (PIR) - a simpler, faster way for co-workers to support customers.

*“Great service is about meeting customers where they are. Through our Remote channel, we’re creating simple, supportive experiences that help people feel confident and inspired—at home, at work, or wherever they choose to connect with IKEA.”*

Andrea Wise | Country Customer Service Manager, IKEA US





## Design support from anywhere

Our **expert Remote Planners** continued to help customers and businesses create functional, inspiring spaces through design services. We completed workplace and home design projects across the country, from RCMP office locations and medical offices to customer homes and even a special lounge for America's Got Talent.

### Planning made simple

More customers chose Remote Planning to bring ideas to life from the comfort of home. In FY25, **more than 73,000 customers connected with our planning experts**, contributing to a 19% increase in completed remote furniture planning appointments and a 24% increase in completed remote kitchen planning appointments. Video sessions across all time zones helped customers meet IKEA on their schedule.





## FY25 business highlights

In fiscal year 2025, we continued strengthening our business by **improving accessibility, deepening convenience, and investing in more seamless ways for customers to meet IKEA**—however and whenever they choose. We concluded the year with \$5.3 billion in total sales.

Our **omnichannel investments** helped create more intuitive and reliable shopping journeys. We **enhanced our ecommerce experience**, resulting in a 6% increase in remote sales compared to the previous year. To further expand access, we launched a nationwide brand campaign showcasing how convenient it is to shop IKEA, and **advanced our multicultural marketing** through culturally relevant, in-language storytelling that deepened connections with Hispanic consumers.

In fiscal year 2026, we'll continue leveraging our \$2.2 billion investment slated for omnichannel growth to **open new locations and maximize fulfillment networks** to reach more Americans.



**\$5,307,959,810**

total sales of goods, food,  
and services



**60,923,474**

visitors to our stores



**457,988,166**

online visitors



**\$1,964,497,476**

in ecommerce sales of  
goods and services



**\$429,400,000**

in Click & Collect sales



**39,923,944**

meatballs, plant balls, and  
veggie balls sold in our  
Restaurants



**~5,800,000**

truck and parcel deliveries to  
US customers



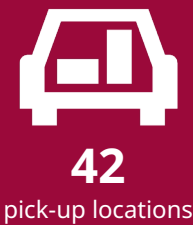
**104,135**

Taskrabbit assembly  
projects completed

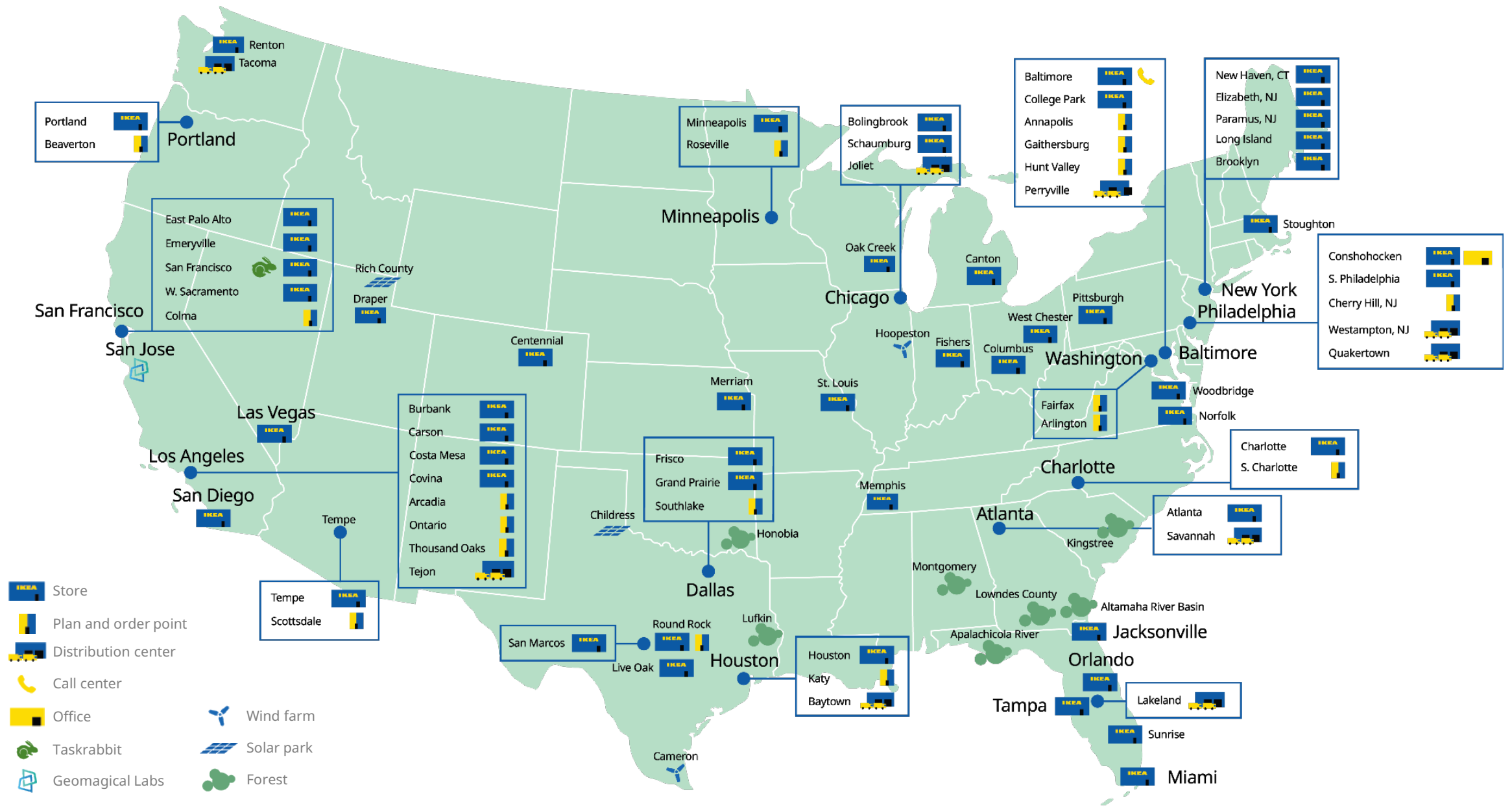


# IKEA in the US

For 40 years in the US—and over 80 years globally—our vision has remained the same: to **create a better everyday life for the many people**. We do this by offering well designed, functional, high-quality home furnishings at prices that make them accessible to the many, all produced with care for people and the planet.









# Even better in FY26!

## Digital

We are continuing to lay the groundwork for personalization at scale in FY26 by strengthening core data and digital capabilities, enabling more relevant and convenient experiences for the many people we serve.

## Expansion

- Our US footprint is expanding with a focus on accessibility and convenience. This growth includes new small-format stores in Arizona, California, Texas, and Virginia, and we're opening our first Alabama store in Huntsville! We're also continuing to expand access to planning and pick-up services with new Plan & Order Points in California, Washington, Georgia, and Ohio.
- We're piloting a partnership with Best Buy for the first-ever cross-brand retail experience for IKEA US. This partnership will make it easier for customers to build their dream kitchen and laundry solutions, while seamlessly integrating top technology with Best Buy appliances.

## Circularity

In FY26, we're working to expand our Buy Back & Resell range to strengthen our commitment to giving products a second life and creating more circular shopping experiences.

## Commercial

- IKEA US commemorates its 40th anniversary in FY26, marking four decades since the opening of its first US store in Plymouth Meeting, PA. To celebrate, we've launched a nationwide "40 weeks of deals" campaign featuring weekly promotions, exclusive gift-card sweepstakes, limited-edition merchandise, and special in-store events.
- The commercial area of focus for FY26 is Complete Cooking & Eating. To drive inspiration and visitation, we kicked the year off with IKEA House Warming, an immersive New York City pop-up that brought together kitchen solutions, food inspiration, and joyful ways to gather at home. Over the course of the year, we'll also introduce 200+ new products designed to help people store, prep, cook, serve, and clean with ease.

## People & Culture

Co-workers can look forward to expanded benefits through the Total Rewards roadmap and a strengthened Health & Wellbeing approach, reinforcing our commitment to care and inclusion.

## Sustainability

Our Tejon solar expansion project will enable the fulfillment center to operate on 92–95% renewable energy. With added energy storage to support nighttime operations, this upgrade will significantly reduce our carbon footprint and improve overall energy efficiency in FY26 and beyond.







Want to learn more?

Go to [IKEA.com/us](https://www.IKEA.com/us)

