

# Features, facts & figures 2018



**IKANO®**

# Our vision

## To create possibilities for better living.

It has been a dream of mine to bring the brand I love to the country of my heritage ever since I first joined IKEA USA in 2003.

**Antonia Banuelos**  
Marketing Manager,  
IKEA Mexico



After 16 years in different marketing roles that took me from San Diego to Philadelphia, I joined IKEA Mexico as

Marketing Manager in May 2018, and now my dream is becoming reality.

Mexicans are excited about our arrival and, looking at the competition, we definitely have the possibility to create possibilities for better living for many Mexicans with our offering of well-designed and functional home furnishings. Our growing team is working tirelessly to make it happen and with the target set on 2020 for our first store opening, there is no time to lose!

## Our values and promise

For the past eight years, I have worked in different departments within Ikano. The values have always been there to lean against, but I have also learnt that they are put to the test sometimes.

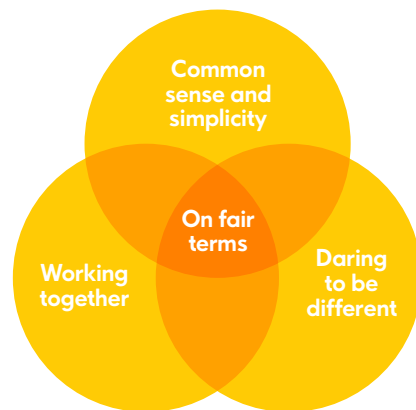
**Angelica Karlsson**  
Executive Assistant,  
Ikano Bostad



I have seen how important our values are to bring co-workers across teams and businesses together, that is why I believe it is important to implement and use them in our daily work. In my role as facility manager, my team and I have worked a lot on planning the layout of our offices with the help of our values. It is highly satisfying to

see that small actions, such as planning where to have fika and what furniture we use, can have a positive effect on how co-workers work together and socialise.

In challenging times, it is easy to lose focus on our values. However, that is when we need them the most. That is when we need to go back to our roots and use them as guidance. By doing so, we can tackle challenges in a better way and develop both ourselves and our culture. And with such value driven co-workers, I believe we will.



# Hi,

As Ikano celebrated 30 years since its founding as an independent group of companies, 2018 was a year where we truly showed our company spirit in that we dare to challenge ourselves in order to keep growing and finding solutions that can simplify everyday life for our customers!

Looking back at the year that passed, I am humbled by the determination shown by our co-workers when faced with the challenging task of creating a simpler and high-performing Ikano as we kick-started our strategy 2018–2022 period.

Ikano Bank implemented robotics to increase efficiency and co-launched a service that helps people make their homes sustainable. Ikano Bolig launched its first two real estate projects in Denmark and Ikano Bostad adapted swiftly to tougher market conditions in Sweden, while not losing track of our long-term commitment to disrupt the housing industry – exemplified in a pilot study for a digital community interface that enables smarter living in our neighbourhoods. Ikano Industry went beyond its comfort zone in broadening our offering with products made from materials that we have not previously worked with. Our insurance business established a new client partnership that expanded our safeguarding solutions for the IKEA concept to three more markets. And looking at our own operations as an IKEA franchisee, we opened our second store in Thailand – the first one in the world to be fully integrated with a shopping centre. At the same time, in Manila, we started construction of the world's biggest IKEA store and in Mexico City, we expanded our retail office in preparation for the first store, with both of these new markets planned to open in 2020.

While we may have reached the 30 mark, these achievements show that we

never stop dreaming about what we can do tomorrow. Further highlighting this, in a joint effort to explore the unknown we during the year hosted guests from all around the IKEA world at the first Ikano Future Search – an event where each of our businesses defined action plans for how we can help IKEA reach more of the many people around the world. What is more, in 2018 we acquired Quant Marketing, a business built by a highly talented team of co-workers with a track record of delivering excellent customer relationship management and loyalty solutions. Starting by gradually incorporating our previously limited operations in this business segment, Quant will have a strong foundation and the potential to grow exponentially over the coming years!

As we now enter the final year of this decade, we do so with a firm belief in the possibilities the future holds for each of our businesses. We know that along the way there will be points where things do not go according to plan and that to get back on track we will have to make tough decisions, such as the sale of Ikano Försäkring that was finalised during the year. But we also know how far we can get when we put our minds to it – not least exemplified by the achievements of our founder Ingvar Kamprad who left us in 2018 at the age of 92, staying committed to the companies he built until the very end. With his heritage always there as our guiding star, we are as ready as ever to deliver on our mission to simplify life for the many people so they can focus on living it. Glorious future!

**Lars Thorsén**,  
Ikano Group CEO



# Our 2018 at a glance

Our new IKEA Bang Yai store in Thailand was fitted with 4,500 solar panels, covering about 20 percent of its energy needs.

Total visitation  
to our  
IKEA stores and  
shopping centres was

# 90.9 million,

a 28 percent  
increase from the  
previous year

More than  
**5,800**  
co-workers



In our third  
annual Health  
Week, 1,210  
Ikano co-workers  
clocked 5,540  
hours of physical  
activity to raise  
funds to establish  
a second Ikano  
Academy for  
young adults

Operating in  
**16**  
countries

Ikano Bolig  
initiated its first  
**2**  
real estate  
projects  
in Denmark



Through a new IKEA  
franchisee partnership,  
Ikano Re & Insurance Advisory  
added

# 3

new markets in  
Bulgaria, Cyprus and Greece



Ikano Industry  
recycled 660  
tonnes of foam in  
its production

Through a  
renewable consumer  
protection scheme,  
Ikano Bank UK  
helped

# 1,300

customers make  
their homes  
more sustainable





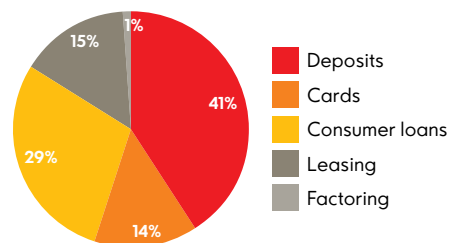


We offer simple and fair banking and financing solutions to the many people. Our offer to consumers includes private label cards, credit cards, savings and loans. We deliver sales finance and customer insight services to retail partners and provide businesses with leasing and factoring solutions. We aim to grow significantly in the coming years by focusing on our role as the bank for the many – providing solutions that simplify people's everyday life and help businesses grow.

#### Facts at a glance

No. of co-workers: 1,081

Business volume  
EUR 6.3 billion



#### Open accounts

Loans: 870,000

Deposit accounts: 230,000

Leasing contracts: 71,000

Private label cards: 3.7 million

Bonus/loyalty cards: 9.3 million

Visa/MasterCard: 970,000

#### Our markets

Ikano Bank AB operates in Austria, Denmark, Finland, Germany, Norway, Poland, Sweden and the UK.

Ikano Bank LLC operates in Russia.

#### The year in brief

- The result for the year was in line with our expectations.
- We worked closely with our customers and partners in our various business lines and total lending was on par with the previous year.
- We saw good growth in the leasing business as well as increased deposits in the Bank.
- We continued work to strengthen the bank's IT service capacity and speed up digital development.
- Our home renewables consumer protection scheme won the Best Industry Innovation of the Year category in the UK Card & Payments Awards.
- In Germany and Sweden we received various awards for our savings and loan products.
- Ikano Bank was recognised as one of the top 100 Career Companies in Sweden.
- Our long-term goal is to achieve a gender-balanced workplace, with our management team currently consisting of five women and seven men.
- Henrik Eklund was appointed new interim CEO after the end of the year.



Among our  
co-workers,

47

percent took a Social  
Day to engage  
in a good cause

Our  
websites had

6.9

million visits

At the end  
of the year we had

970

thousand  
open Visa/  
MasterCard  
accounts





# Award winning protection scheme helping our customers live sustainably

To support the UK's renewable energy sector, we launched a home renewable consumer protection scheme in the United Kingdom that makes investing in green energy at home an easier choice.

## Mark Williams

Strategic Manager, New Business, SME & Brokers, Ikano Bank UK



In collaboration with The Home Insulation and Energy Systems Contractors Scheme (HIES), as well as Certi-Fi, Ikano supported the development of The Energy Performance Validation Scheme (EPVS).

The scheme, which is free to consumers, provides market-leading levels of consumer protection for renewable energy products. It gives them access to Ikano Bank financing

when using Certi-Fi approved retailers and installers, making it possible to realise their ambitions to make their homes more sustainable.

Through this collaboration, in 2018 we delivered over GBP 13 million in HIES backed loans to more than 1,300 customers. Furthermore, our home renewable consumer protection scheme was awarded Best Industry Innovation of the Year in the UK's Card & Payments Awards, and we feel very honoured by this recognition – especially considering the high calibre finalists we were up against, including Amazon Pay.

For Ikano Bank, this means that we can operate in a complex and well regulated industry with a high degree of comfort. We have helped create products that can grow our business, protect our customers, and have a positive impact on the planet.

# Time to increase speed

2018 was a challenging year. However we see many opportunities to grow our business in the future and make a difference for our customers and partners in all of the markets where we operate today.

## Henrik Eklund

Interim CEO, Ikano Bank



We have a strong brand and company culture, and building on our customer promise 'on fair terms' and our values we will continue to offer products that simplify everyday life for the many people.

During the autumn, we increased focus on simplifying our way of working and to clarify the way forward. We are continuing to invest in our technical platform to secure sustainable and profitable growth and customer benefit.

An exciting area where we started to make investments during the year is in robotics. We are at an early stage but look forward to being able to streamline our business, increase customer satisfaction and

free up resources by automating simple but time consuming processes.

During the coming years we will continue to develop our core business and current offering in the markets where we are present. We will speed up our business transformation and build capabilities, both in technology and organisation, to increase digital development and time to market. Investing in new solutions such as a bank-wide lending platform to strengthen efficient processes and develop common product propositions across geographies.

We will also invest in our co-workers, to strengthen our leadership capabilities in line with our values and make sure we keep things simple, execute on our decisions and have a long-term focus with sustainability as a natural part of our business.

## Main objectives and focus areas 2019–2022

- People – together, create a great place to work.
- Customer – push digital in everything we do & be customer experience driven.
- Growth – grow in a sustainable and profitable way.





# IKANO

Bostad

# IKANO

Bolig

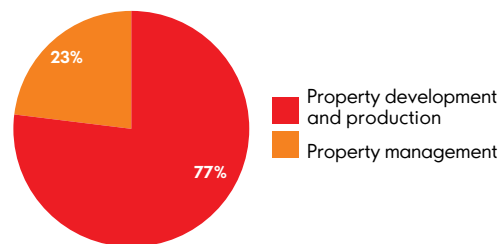
We offer space efficient, functional and sustainable homes at affordable prices for people at all stages of life. We develop, build, own and manage tenant-owned apartments, rental apartments, townhouses and nursing homes. We look for new ways to improve not only the homes we offer, but also the surroundings. We want to create communities where people meet, greet and look after one another. A place where people feel at home from the moment they step into their courtyard.

## Facts at a glance

No. of co-workers: 488

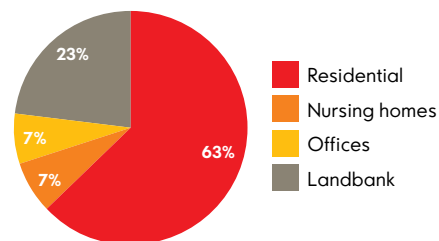
## Turnover

EUR 286 million



## Market values of properties and landbank

EUR 1.5 billion



## Our markets

Sweden: Gothenburg, Lund, Malmö, Stockholm, Uppsala, Västerås  
Denmark: Copenhagen area

## Our properties and projects

Apt./townhouses under construct.: 1,380  
Rental apt.: 5,761 (433,500 sq.m)  
Nursing homes: 5 (293 apt, 22,500 sq.m)  
Offices: 2 (25,000 sq.m)  
Landbank: 176,000 sq.m  
Building rights: 10,000 (all phases)

## The year in brief

- We sold in total 640 apt./townhouses.
- We sold 484 rental apt. in Lund, Malmö and Västerås.
- We finalised our first townhouses.
- We finalised our first apartments with flexible walls, movable sockets and smart on/off lights.
- We initiated the first two projects in Denmark.
- We sold our first fully furnished apartment.
- We started the construction of our first self developed nursing home.
- We finalised the renovation of 290 rental apt.
- We provided 20 young adults with summer jobs.
- We hired 14 young adults within the Ikano Academy, our programme aimed at helping unemployed youths enter the job market.
- We decided to develop a roadmap to become climate neutral by 2045.
- We started a major energy efficiency project to recycle heat in some of our rental properties.

Among our tenant-owned apartments under construction,

# 44

percent will offer car pools



Our rental apartment tenants collected

# 70,252

kg of clothes for the charity organisation Human Bridge

Among our tenant-owned apartments under construction,

# 58

percent will have sedum roofs, which collects day water and prospers biological diversity

Our membership programme had

# 51,496

members



# 60

percent of our management team members are women



# Ikano Bolig's first two projects are off to a running start in Denmark

Having decided to cross the water from Sweden to establish a subsidiary under the Ikano Bolig brand, our team in Denmark during 2018 continued to grow and initiated two projects. This marks the beginning of a new chapter for our real estate business.

**René Brandt**  
Managing Director,  
Ikano Bolig



I am very happy with what we have accomplished during the past year. We bought land at great locations and we are up and running with our first two projects. At the end of 2018, we started selling the first 31 of 230 townhouses we will build in Greve, outside Copenhagen.

Furthermore, we signed a purchase agreement for another 145 residential

homes in Hillerød. There we will provide a diversified offering by selling land lots, row houses and apartments. The interior design will be planned in cooperation with IKEA Taastrup with the focus to develop space-efficient and functional homes.

Beyond the physical buildings, we are also committed to develop surroundings that enable and encourage good relations amongst neighbours and create a strong sense of community. In Denmark we call this Nærvær, meaning togetherness. Before our customers move in, we organise local events to establish Nærvær among both the buyers and the existing neighbours in the area. Also, we will build community houses for our neighbourhoods where people can meet and socialise.

This is how we can create better living for the many people, and how Ikano Bolig will add value to the Danish real estate market.

## Piloting a digital platform to help neighbours create a community

During 2018, we started a pilot study for a digital platform that enhances communication between neighbours. The purpose for this is to create great neighbourhoods where the tenants feel a strong sense of belonging and safety, and where they find it easy to both socialise and share things they do not need every day.

**Stina Viktorsson**  
Strategic Development Leader,  
Ikano Bostad



Through the app or the web interface, tenants can easily find information about the property, contact the tenant board, book the laundry room or make service requests. All tenants have their own profile

on the platform, making it easy to see who lives in the building. Everybody can share information in the news feed, chat with individual neighbours and advertise in the buy and sell section. It is also possible to purchase services, for example window cleaning, together in order to lower costs.

With this platform, we wish to create a sharing community that promotes a more sustainable lifestyle and simplifies everyday life for our tenants. It could be that your baby sitter lives next door. Perhaps the neighbour upstairs has a drill you can borrow, or the extra chair you need for a birthday party. Or maybe you will find a new running buddy or someone to knit with.

We have so far tested the digital platform in four residential projects with positive feedback and will now investigate how to proceed when the pilot study ends.





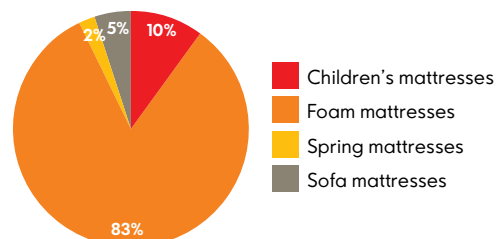
Ikano Industry aims to be IKEA's leading supplier of mattresses and related products. Our facilities in Rogozno and Krajenka, Poland, together create one of the largest and most modern mattress production lines in Europe. With our focus on sustainability and quality at the core of everything we do, a company culture characterised by teamwork and innovation leads us forward.

## Facts at a glance

No. of co-workers: 790  
Turnover: EUR 104 million

## Mattresses produced

2,367,000



## Our markets

From our production facilities in Poland, we supply mattresses to IKEA stores in 33 markets across Europe and the Middle East.

## The year in brief

- We changed our company name from Dendro Poland to Ikano Industry.
- Our Krajenka branch officially opened after extensive renovations, employing some 150 co-workers at the end of the year.
- We opened a new sewing facility in Rogozno with modern systems that create a more ergonomic workplace.
- The first Malvik mattresses produced with soy polyol were delivered to IKEA.
- We expanded our product range with spring mattresses and natural mattresses, for example using coconut fibre in the production.
- A new sustainability and communications department was established, targeting how to achieve circularity in our business model.
- We joined the group of IWAY 10 stars – meaning we are one of 10 IKEA suppliers with the highest safety standards and best ergonomic conditions.
- A gender-balanced workforce continued to be one of our focus areas, exemplified by having seven women among our forklift operators at the end of the year.
- We expanded our reach to a new continent by starting to supply IKEA stores in Qatar, Kuwait and the United Arab Emirates.
- Our yearly foam production totalled 1,705 thirty-metre blocks, with a total weight of 18,220,000 kilos.
- We recycled 660,000 kilos of foam in our production.



# Sweet dreams for the many children

**A good night's sleep is one of the most important things in life, not least when you are growing. Therefore we launched a series of innovative mattresses in 2018 that will simplify nightlife for the many parents.**

## Marcin Szulczyński

Junior Product Development and Implementation Specialist, Ikano Industry



Every parent will agree that their children's sleep during those early years is a matter of great importance – not least if the parents are able to get any sleep themselves.

There are a number of things that impact the way our kids sleep and the bed they sleep in is definitely one. In 2018 this inspired us to develop three new families of child-friendly (and thus parent-friendly!) mattresses.

DRÖMMANDE (dreaming in Swedish) is a spring cot mattress with a combination of coconut fibre and natural latex forms. The coconut fibre is durable and flexible, hardening the mattress while remaining elastic due to a special production process that also makes it adapt well to the body. It also protects against multiplication of mites and microorganisms and doesn't cause allergic reactions. What's more, it provides good air circulation and prevents excessive

moistness. As for the natural latex, it is completely biodegradable and consumes much less energy when produced compared with the synthetic rubber it has replaced.

DRÖMMANDE's non-woven fabric is built of PLA fibre. Made from GMO-free corn or potatoes, it is a non-toxic, sustainable alternative to petroleum based materials. It meets the stringent emission standards of GREENGUARD and is also an excellent alternative to wool as it is hypoallergenic and can easily be washed.

The other two newcomers are called HIMLAVALV and HIMLARUND (Swedish for heaven's ceiling, loosely translated). Its labyrinth filling, with a pattern resembling uncooked instant noodles, is made from carefully selected completely recyclable synthetic fibres, providing a unique combination of flexibility, pressure distribution and ventilation. Just like the materials described above, it is non-toxic and hypo-allergenic – and in the case of an overnight accident, even the mattress core can be washed in the shower!

Our mission is to simplify life for the many people so they can focus on living, and with DRÖMMANDE, HIMLAVALV and HIMLARUND now available in IKEA stores, we hope that the lives of the many parents can become a little bit easier – and the dreams of their children a little bit sweeter.



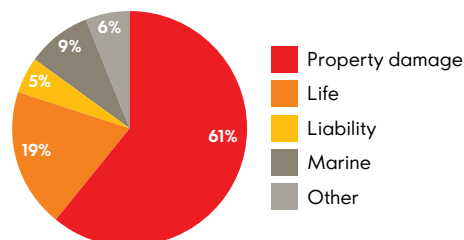
Ikano Re and Ikano Insurance Advisory provide reinsurance solutions and advisory services for the global operations of actors within the IKEA franchise system. Our offering covers areas such as transportation, property, liability and employees.

#### Facts at a glance

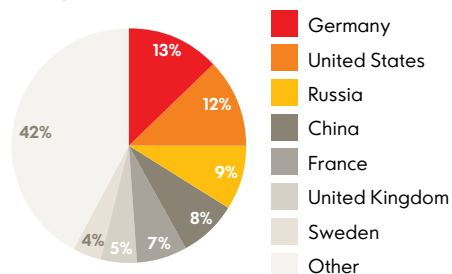
No. of co-workers: 12

Gross premiums written:

EUR 79 million



#### Geographical distribution of risk



#### Our markets

Ikano Re and Ikano Insurance Advisory offers services and support globally in the markets where the IKEA franchise system is present.

#### The year in brief

- We expanded our reach within IKEA franchisees.
- Although our claims results were good overall, we saw an increase of small and medium sized claims.
- We started investigating how we could create safety at home for the many people by embedding insurance into IKEA products.
- Our portfolio of employee benefit insurance was extended throughout the world.
- We continued our charitable support of two helplines for children in need, as well as a school giving adolescents a second chance.
- Our bi-annual reinsurance meeting was held in Älmhult, the Swedish town where our company was once founded, with 23 underwriters from various insurance partners attending.



## Foullis partnership brings our solutions to three new IKEA markets

Over the past few years, Ikano Insurance has actively been looking to expand its insurance services offering to all franchisees of the IKEA concept, and in 2018 we were delighted to welcome Foullis Group among our clients.

**Bernd Lengfellner**  
Managing Director,  
Ikano Insurance Advisory AG



Foullis Group is the exclusive franchisee of the IKEA concept in Greece, Cyprus and Bulgaria. They own and operate seven

IKEA stores, seven IKEA pick-up points and e-commerce stores in Greece, Cyprus and Bulgaria.

It takes genuine effort to build a mutually beneficial business relationship with clients in our sector and we are honoured that Foullis Group has chosen us as a partner for safeguarding their operation of the IKEA concept.

After Foullis Group's decision to join our IKEA insurance concept, we have seen interest from additional franchisees and going into 2019, we continue to offer services and insurance solutions to all franchisees of the IKEA concept.



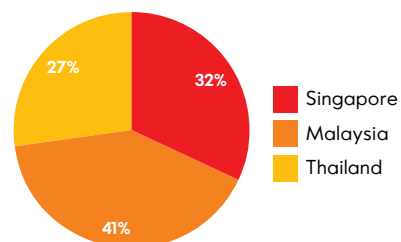
We create a better everyday life for the many people by offering well-designed, affordable home furnishings through our IKEA stores and ecommerce in Singapore, Malaysia and Thailand. We also develop, own and manage shopping centres anchored by IKEA and invest in other types of real estate to create destinations where people shop, work, eat and meet. Our multi-national team has ambitious plans to extend our offer to more markets in multiple channels, including the Philippines, Vietnam and Mexico. With our co-workers and many partners, we are inspiring millions to make home count and live a more sustainable everyday life.

#### Facts at a glance

No. of co-workers: 3,393

#### Turnover

EUR 687 million



#### Our IKEA stores

No. of catalogues released: 6.6 million  
 No. of visits: 27.8 million  
 No. of children to Småland: 252,445  
 No. of meatballs sold: 30.7 million  
 No. of chicken balls sold: 2.3 million  
 No. of veggie balls sold: 0.6 million

#### Our Shopping Centres

No. of visits: 63.1 million  
 Gross leasable sq.m: 420,700 incl. IKEA stores  
 No. of rented units: 1,432

#### The year in brief

- We met more than 90 million people at our stores and centres and grew our total turnover by 21 percent.
- In Thailand, we opened the world's first IKEA store to be fully integrated into a shopping centre.
- We expanded ecommerce to all of Malaysia and set up IKEA Collection Points to reach people as far away as Borneo.
- We planned for 2020 IKEA store openings in both Mexico and the Philippines, taking the top-trending spot on Twitter with our news in Manila.
- Our shopping centres grew visitation by 20 percent with new tenants & improved meeting spaces.
- Construction workers at each of our four sites clocked more than 1 million hours without serious injuries.
- IPC launched a one-of-a-kind Mood Menu app that increased the centre's brand recognition by 36 percent.
- IKEA Cheras achieved a gold rating from the US Green Building Council for its sustainable construction and fit-out.
- IKEA Alexandra store installed Singapore's first commercial solar cooling and reduced energy consumption by 24 percent.
- Our Customer Contact Centre consolidated operations in Kuala Lumpur and improved service levels by 34 percent.



During 2018 we refurbished our longest-running shopping centre inside and out, adding alfresco eating areas, vertical gardens, a playground and dozens of new tenants.

#### Andrew Yeoh

Head of Marketing,  
Ikano Centres



For the re-launch the "new" IPC in Kuala Lumpur, we took a fresh approach to marketing. First, we released a short, heart-warming film that tells the story of a boy's first love (and his journey through IPC). A surprise ending delighted viewers and the film attracted three million views on YouTube. People watched a series of targeted follow-up spots more than 23 million times!

Next, we launched a one-of-a-kind Mood Menu app that recommends meals to shoppers based on musical choices on their Spotify playlists. Close to 50,000 people downloaded the app and thousands used coupons for IPC food outlets. As a result,

brand recognition jumped more than 36 percent and the Mood Menu also won Gold in the Asia Pacific Shopping Centre Awards as the best example of emerging digital technology.



Another campaign raised awareness of our revamped Recycling & Buy Back Centre. We paid people cash for old newspapers, used plastics and more and, over three months last year, collected 4.3 tons of waste. IPC itself recycled 31 percent of the waste generated by its own operations and with solar panels, rainwater harvesting and a sustainable dishwashing system. IPC is aiming to become the greenest shopping centre in town!





## Multichannel customer service helps us meet the many people

**A series of upgrades to our Customer Contact Centres during the year improved our connection to shoppers – whether they reach out by phone, email or social media.**

**Alexander Soliman**  
Customer Contact Centre Manager,  
IKEA Southeast Asia



During the year, Singapore and Malaysia Customer Contact Centre operations were consolidated in Kuala Lumpur. We scaled up our training and on-boarding programmes and built specialised teams to handle each channel. Introducing a live web chat function

to our ecommerce checkout page, we can now answer any questions customers have as they are making a purchase on our site. We also moved the team out of their old office to a bright new space with a pantry and soft seating areas, creating a great place to work!

As a result of the improvements made, we saw a 34 percent increase in service levels – answering the vast majority of phone calls in under a minute and emails within a day. What's more, over the course of the year our hard-working agents handled close to 295,000 phone calls, more than 100,000 emails and about 10,000 web chats!

## Second IKEA store in Thailand opens with a Bang!

**In March 2018, we opened our seventh IKEA store in the region, ushering throngs of eager customers into a store that breaks the mould on traditional IKEA blue-box design principles.**

**Amataboon Satrasook**  
Acting Local Marketing &  
Communication Manager, IKEA Bang Yai



At more than 48,000 square meters, IKEA Bang Yai in Thailand is the first IKEA store in the world that is fully integrated with a shopping centre. It will act as an ecommerce fulfilment centre and was at the time of opening by far the largest store in Southeast Asia.

In perhaps the most complex IKEA construction anywhere, the showroom and market hall are located in a massive

concourse link that is suspended over a road and connects the store to the mall. There are three direct entries from the shopping centre with checkouts on all levels, and while this design challenges the traditional IKEA store experience, it enables a seamless journey for our customers. Furthermore, on the rooftop there are 4,500 solar panels that generate renewable energy covering about 20 percent of the store's needs.

In terms of food, IKEA Bang Yai tested the ground for a new concept restaurant called HEM (home, in Swedish). Our cosy nook, lined by bookcases and soft seating, serves up affordable healthy food with Swedish gourmet flare. However – all novelties of IKEA Bang Yai put aside – there is still a classic IKEA Restaurant serving our famous Swedish meatballs!



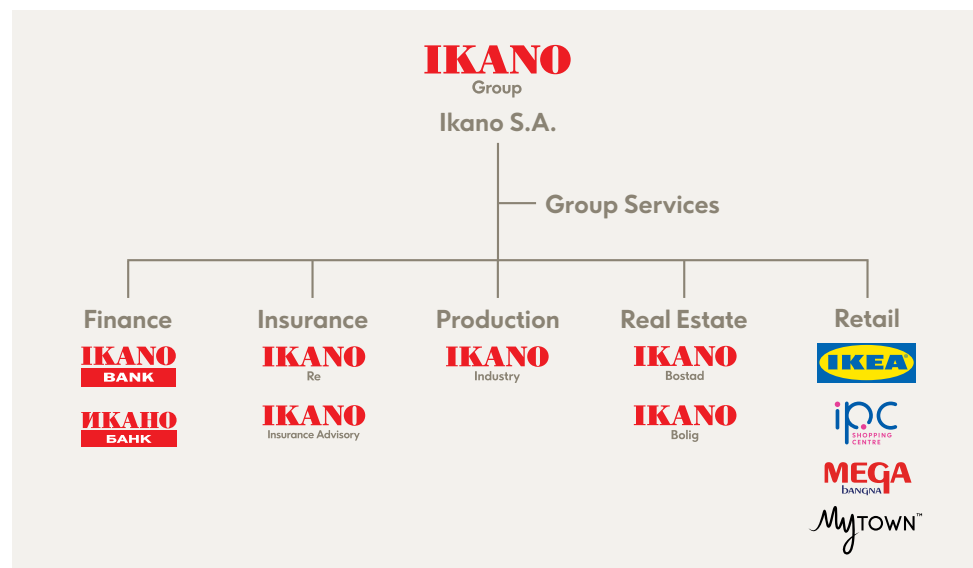
## Our financial results 2018

For the 2018 financial year, Ikano Group achieved a growth of 9 percent in turnover, including net income from finance activities. To maintain this growth momentum, we continue to invest in our businesses. For instance, we during the year invested EUR 64 million in our real estate markets, Sweden and Denmark, and EUR 153 million in building new IKEA stores and a shopping centre in Southeast Asia. On-going investments include strengthening our position as a multichannel retailer by developing our ecommerce systems, as well as the digital transformation journey of Ikano Bank. Furthermore, in line with our ambition to be a good local neighbour where we operate, we also supported local communities and charities with more than EUR 2 million.

Looking forward to 2019, backed up by our owners' emphasis on long-term growth this will be another year of significant investments, exemplified by our strive to bring IKEA to Mexico by 2020 as well as by exploring overseas expansion possibilities for Ikano Industry. We have exciting times ahead of us!

Yohann Adolphe,  
Group CFO

## Ikano Group organisation



## Group Extended Management Team



Lars Thorsén\*  
Group CEO



Mats Håkansson\*  
Group Vice President



Yohann Adolphe\*  
Group CFO



Marie Gällstad\*  
Head of Group Communications



Jean Champagne\*  
Head of Group HR



Lars Svensson  
Head of Group Sustainability



Henrik Eklund  
Managing Director Ikano Bank



Robert Jaaniste  
Managing Director Ikano Bostad



Daniel Skoghäll  
Chairman of the Board Ikano Bostad



Sebastian Luczynski  
Managing Director Ikano Industry



Tomas Wittbjer  
Business Leader Insurance



Christian Rojkjaer  
Managing Director IKEA Southeast Asia



Malcolm Pruys  
Managing Director IKEA Mexico

## Supervisory Board

Peter Kamprad  
Chairman

Jonas Kamprad  
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\*Member of the Ikano S.A. Management Team



Our mission

# Simplifying the many people's lives so they can focus on living.

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