

Our essence



IKANO®

Hej!

This booklet describes the essence of Ikano: where we come from, what we stand for, what we promise and how we want the many people to experience us.

Ikano Group is an international group of companies, driven by the vision to create possibilities for better living for the many people. We operate two brands: Ikano and IKEA. Both share the same strong heritage and the common ambition to simplify and improve everyday life for the many people.

Our essence is our foundation. It's who we are. It guides us in our day-to-day work, and reminds us of where we come from, what we stand for and what we promise. In short, we believe in people and working together. We go our own way, using our common sense and keeping things simple. Being fair and doing good business is essential for us.

In this edition, we are strengthening our foundation even further by adding a sustainability commitment. This is crucial, we want to have a positive impact on people and the planet in everything we do. This is what keeps us going.

We encourage you to share Our essence with customers, partners and colleagues whenever useful.

Peter, Jonas and Mathias Kamprad,
owners of the Ikano Group
Lars Thorsén, CEO of the Ikano Group

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IKANO[®]





Started by
the founder
of IKEA

The road to development

Our heritage has taught us that the road to development lies in entrepreneurship and a constant desire to find new ways to make things happen.

As Ingvar once said: “To be a successful entrepreneur you must have a business idea, preferably a good one and stick to it. Success will be found in the details and consistency. Remember that you are not the best in the world in everything you do! Surround yourself with colleagues who can compensate for your weaknesses, and then together you build a strong team. Create a unique spirit!”

At Ikano, we know that in order to strengthen our two brands, and develop and grow our businesses in a sustainable and long-term direction, we must safeguard our values and culture. Curiosity and hard work, together, are key ingredients to making today’s ambitions tomorrow’s reality.

Where we come from

Ikano was originally a part of the home furnishing company IKEA, founded by Ingvar Kamprad in 1943 in Älmhult, Småland, in the southern part of Sweden. During the 1980’s, IKEA was divided into three independent groups of companies: Inter IKEA, Ingka and Ikano.

In Småland, people are known for being hard-working and innovative. With their no-nonsense approach to problem-solving in general and to business challenges in particular, they have taught us the value of working together to create relevant solutions that simplify people’s lives and contribute to better living. When Ingvar started his furniture business, he applied the lessons he learned in Småland, using every opportunity to reduce costs and save

in every possible way, except on ideas and quality.

In 1988, Ikano became an independent group of companies, owned by the Kamprad family. We have built our own identity, but our cost-conscious mindset and drive to simplify people’s lives remain the same. Today, we are active within banking, real estate, production, insurance, data analytics and retail.

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The competitors can copy every part and every aspect of your business, but not the company spirit. This is what differentiates one company from another.

Ingvar Kamprad

A group of diverse people, including adults and children, are gathered around a long wooden dining table in a modern, brightly lit restaurant. They are engaged in conversation and eating. The setting features large windows with white curtains, modern pendant lights, and contemporary furniture. The atmosphere is warm and social.

Our vision

**To create
possibilities for
better living.**



Our mission

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

We focus on delivering on our promise to be the fair and caring company that strives to simplify people's lives so they can focus on living.

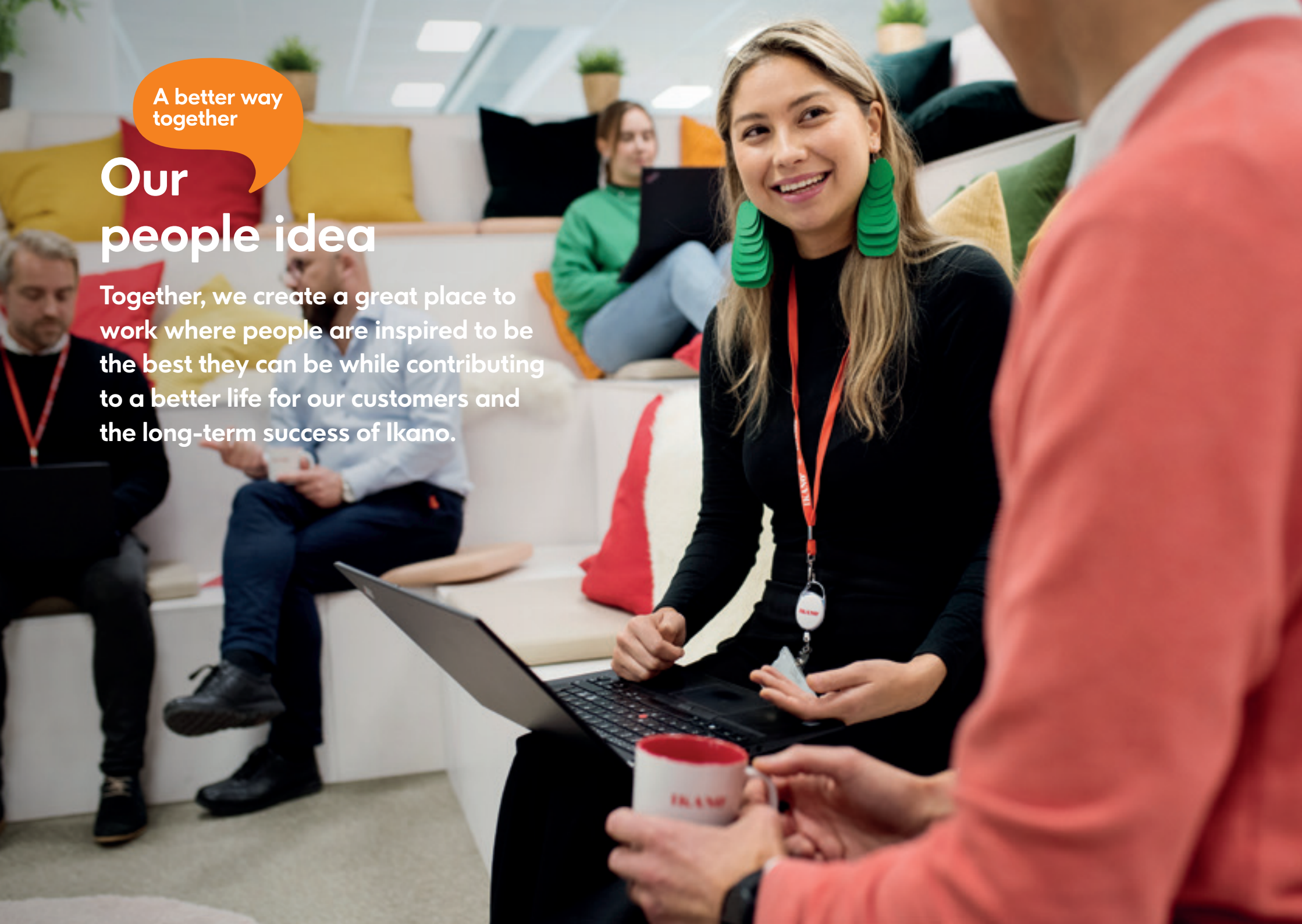
We do this by offering relevant, affordable and sustainable solutions on fair terms.



A better way
together

Our people idea

Together, we create a great place to work where people are inspired to be the best they can be while contributing to a better life for our customers and the long-term success of Ikano.





Our sustainability commitment

Together, we put sustainability at the heart of everything we do to enable good long-term business and contribute to a better future for the many people.

Our fundamentals

We focus on our four fundamentals and ensure a good balance between them.

Our values and promise

The Ikano and IKEA values and promise remain at the heart of our companies, and we are convinced they must shine through in everything we do.

Our people

Everyone working here is important. We are a down-to-earth and committed group of people who inspire each other to be the best we can be. We find a better way together, leading our businesses successfully into the future.

Customer value

We offer added value to our customers by understanding people's needs and by developing relevant, affordable and sustainable solutions that simplify and improve their lives.

Profitability

Profitability gives us the financial strength and stability that allow us to plan and act with a long-term perspective.



Our values and promise

We want our customers, partners, and co-workers to choose us for what we stand for, what we deliver and how we deliver it.

The Ikano businesses are guided by three basic values: common sense and simplicity, working together, and daring to be different, as well as a solid promise: to always act on fair terms. We never compromise on these.

Our culture is shaped by how we live our values, keep our promise and put all of it into action. They are the heart of our company and the compass that guides us through good and bad times. They inspire us to do better side by side, as we work to achieve our vision.

Living our values and keeping our promise is how we make a difference.





Common sense and simplicity

Common sense and simplicity are part of our Småland heritage and our culture. It is about being ourselves and staying close to reality. We continue to learn about our customers and their needs, and look for ways to improve their everyday life.

We have a simple, down-to-earth business approach and a cost-conscious mindset. We use our common sense to solve problems. This means cutting unnecessary processes and always looking for ways to work smarter and more effectively.

Fewer rules and fewer words are easier to understand and act upon. Policies and guidelines are sometimes necessary but need to be communicated in a clear and straightforward way.

When we focus on what matters, we gain clarity and become more effective.

Working together

Everyone working at Ikano is important for the success of our company. Our diverse backgrounds and different strengths create dynamic and high-performing teams that work together for Ikano's long-term profitability.

We have a caring and inclusive work atmosphere where people share experience and knowledge, communicate openly and honestly, and inspire each other. We listen to our customers and partners to gain understanding. Making mistakes and learning from them is a natural way to improve.

It is all about creating possibilities for better and more sustainable living. This requires taking responsibility and working closely together with enthusiasm, while recognising our everyday efforts, and celebrating our successes.

By working together, we build a better future.





Daring to be different

At Ikano, we like to think and do things differently. Not just for the sake of it, but always with the purpose of doing better for the many people. It can be about adding customer value, reducing costs, strengthening the business, or simply making sure we're staying one step ahead.

Driven by curiosity, we strive to find better ways to run our business and be relevant to our customers. This starts by daring to ask the simple question, "why?".

Even if the answers might be difficult, we should challenge established ways and push innovation forward. Daring to be different sometimes means taking good solutions from the past when others would reinvent the wheel. When we create relevant, affordable and sustainable solutions that keep improving and simplifying the everyday lives of our customers, we are on the right path.

**Whatever we are doing today,
we can do a little better tomorrow.**

On fair terms

At Ikano we ask ourselves: “Is this on fair terms?” We constantly review our solutions and how we work with customers, partners, communities and co-workers. We are in business for the long run, and we want to build relationships that last.

Being on fair terms is essential for building strong relationships, creating value, and growing a business sustainably for the long-term. We live our promise – on fair terms – because we know that the quality and reputation of a company is determined by the promise made and the promise kept. On fair terms means balancing risks, work and profit in a sensible way. It means being open and clear in our way of doing business and showing accountability for the decisions we make.

Ikano is a fair company, a fair employer and a good local neighbour. We take responsibility for the impact we have on the communities in which we operate. That goes for our planet too. We make an extra effort to support selected social initiatives, where our help can make a difference. We strive for a sustainable future in every aspect of our business.

We want to be a force for positive change, both locally and globally.



Our businesses





Banking



We create possibilities for better living by offering simple, fair and affordable services, enabling a healthy economy for the many people and businesses.

We work every day to make a difference, by offering financial services on fair terms. Contributing to a better future with accessible financing that supports sustainable living for our customers.

Our offer includes savings, mortgages and loans for consumers; sales support services for IKEA retailers and other partners; as well as leasing and factoring solutions for businesses.

We operate in Sweden, Denmark, Norway, Finland, United Kingdom, Germany, Austria and Poland. Our services are mainly delivered online.

Ikano Bank AB (publ) is under the supervision of the Swedish Financial Supervisory Authority (Finansinspektionen).



Real estate



We offer space-efficient, functional and sustainable homes at affordable prices for people at all stages of life.

We are a long-term property owner and housing developer.

With care and commitment, we own and develop homes and neighbourhoods in Sweden and Denmark.

We are more than a housing company. We look for new ways to simplify our customers' everyday lives and improve future living. We want to create healthy, sustainable and inclusive neighbourhoods where people feel at home.

We are down-to-earth and we believe in working together, because it is in close cooperation with our co-workers, customers and partners that we grow as people and as a company.



Production



We aim to be the preferred supplier of mattresses as well as other foam-based and upholstered products, to IKEA businesses and other partners on the global market.

At our production facilities in Europe and Latin America, we constantly strive to innovate our business and optimise our processes in order to create excellent products. By using the latest technology and high-quality material we work to exceed our customer's expectations.

We continuously explore sustainable solutions and have the courage to take on the full product life cycle. Through a joint venture with other key players in the industry, we have created a mattress recycling platform which includes foam chemical recycling. At our own research facilities, we look for new ways to efficiently recycle residue material from our production as well as end of life mattresses.

Our success is only made possible through great teamwork. We build on a value-based culture that motivates our co-workers, but also includes our suppliers and partners. We firmly believe this is the foundation for our growth and will encourage future business partners and co-workers to choose Ikano Industry.

Insurance



We advise IKEA businesses and other partners on all global insurance matters and reinsure selected risks originating from the IKEA franchise concept.

For decades we have been the natural and preferred insurance partner for companies operating the IKEA franchise concept. Our services cover multiple areas such as protection of assets, transportation, clients and co-workers.

Beyond that, we reinsure global risk exposures, related to both IKEA businesses and others.



Data analytics



We empower businesses by delivering actionable insights, enabling them to make faster and better decisions that create customer value and market share.

We are specialists in retail and sustainability analytics, supporting businesses to achieve their strategic goals. By harnessing their data and technology, we apply advanced analytics to deliver actionable insights that improve business performance and customer experience.

Using geo-location analytics, we help retailers understand their customers and competitors, enabling them to precisely target new audiences. We help optimise store and channel strategies, merchandising, pricing and loyalty. We have partnered with IKEA retailers around the world for more than 15 years. We understand retail and help address the challenges of delivering growth through profitable omni-channel strategies.

Thanks to our sustainability analytics, businesses can assess their current performance, identify and track ongoing KPIs, and access the knowledge required to achieve their sustainability goals.



Retail



Ikano Retail
An IKEA retailer



We create a better everyday life by bringing IKEA home furnishings and our Ikano shopping centres to the many people in Malaysia, Mexico, Philippines, Singapore, Thailand and Vietnam – countries that, by 2030, will be home to 480 million people.

We have ambitious plans to reach even more people in Asia and Latin America. As an IKEA franchisee, we offer well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them. Our Ikano Centres, anchored by IKEA stores, offer a mix of tenants and spaces for a great day out. We invest in real estate to make our stores and shopping centres hubs for communities to live, work and play.

We test and develop omnichannel concepts to inspire and support our customers at every step of the way through planning studios, interior design and renovation services, collection points, second-hand marketplaces, IKEA for Business and more.

We lead our business with the spirit of a family-owned company while working hard and having fun along the way. We stay true to our vision, values and culture. We do our part for the planet by keeping things simple, low cost and sustainable. We create fair and inclusive workplaces so that together, we leave a positive impact on the places we call home.



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