



People & Planet Positive

A person is riding a bicycle on a sandy beach, looking out over a large body of water. The water is choppy with whitecaps, and the sky is filled with large, white clouds. In the background, there are dark, silhouetted hills or mountains. The overall scene is serene but carries a sense of vastness and change.

Our world is rapidly changing

An aerial photograph of a tropical coastline. The foreground shows a dense green forest with some cleared brown patches. A narrow white sand beach runs along the edge of the forest, meeting a vibrant blue ocean. In the distance, there are more islands and a range of mountains under a sky with scattered white clouds.

Climate change

Climate change caused by human activity is no longer a distant threat. It's here and now.



Unsustainable consumption

Our biggest challenge: Reaching more of the many with products and solutions for a better everyday life within the limits of the planet.

A woman with dark hair tied back, wearing a purple polo shirt and a matching purple apron with white trim, stands with her arms crossed against a light blue, textured wall. She is looking off to the right. The background is slightly out of focus, showing some greenery.

Inequality

More people are escaping poverty every year, but inequality is increasing.



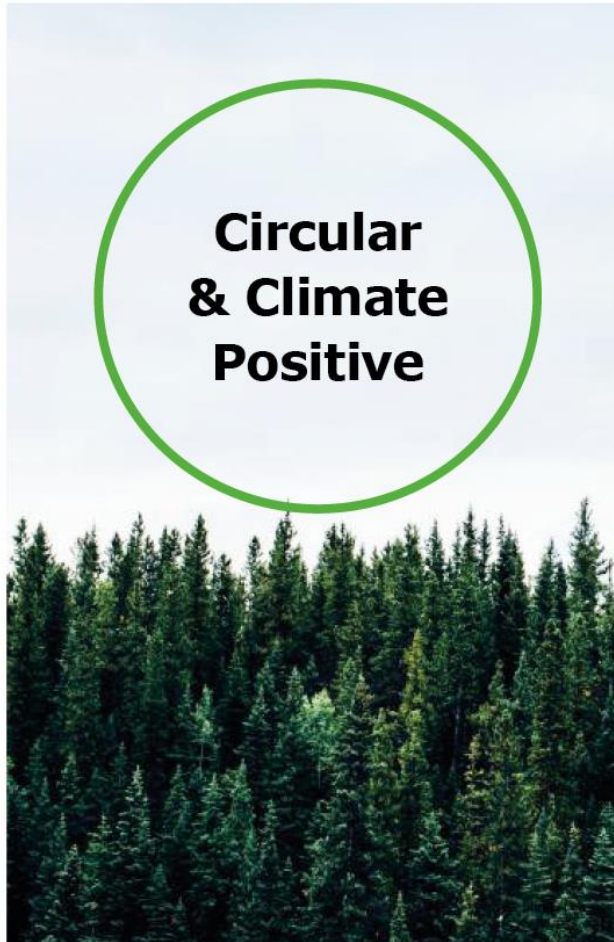
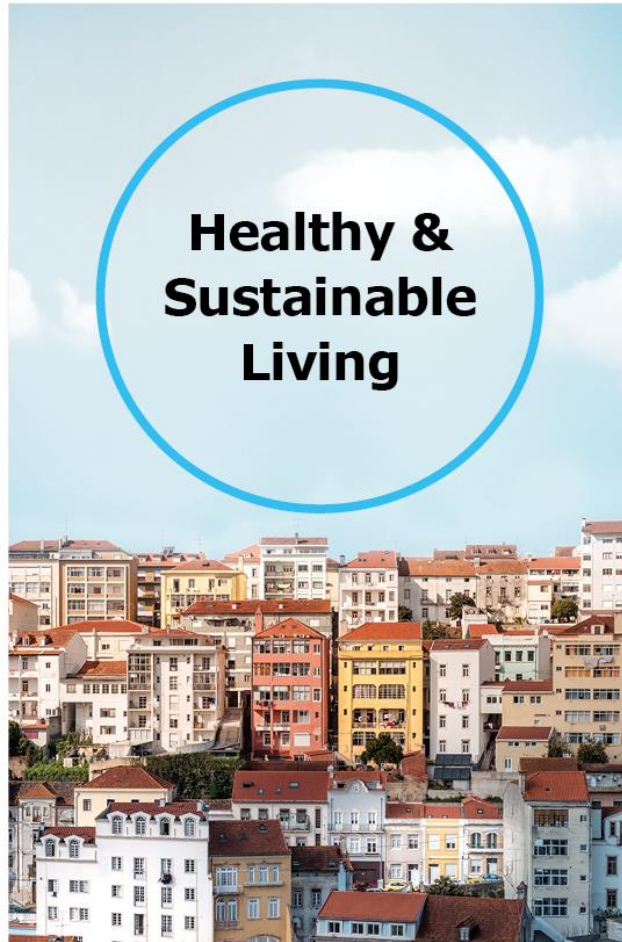
But we're optimistic about the future

We know from our history that challenges can be opportunities and limitations can lead to innovations.



Create a **better**
everyday **life** for
the many people

Three focus areas





HEALTHY &
SUSTAINABLE LIVING

By 2030
our ambition is
to inspire and enable
more than 1 billion
people to live a better
life within the limits
of the planet



CIRCULAR &
CLIMATE POSITIVE

**By 2030 our
ambition is to become
climate positive and
regenerate resources
while growing the
IKEA business**

A group of school children, including a young girl in the foreground, are walking away from the camera on a dirt road in a rural, hilly area. They are wearing backpacks and school uniforms. A large red circle is overlaid on the right side of the image, containing white text. The background shows a sunset or sunrise sky with some trees and a fence on the left.

FAIR & EQUAL

**By 2030 our
ambition is to create
a positive social
impact for everyone
across the IKEA
value chain**

CIRCULAR IKEA

A BETTER LIFE
WITHIN THE LIMITS
OF ONE PLANET





Resource Scarcity



Changing customer behaviours

FROM **LINEAR** BUSINESS



**EXTRACTING
RAW
MATERIALS**



PARTS SUPPLY



MANUFACTURING



DISTRIBUTION



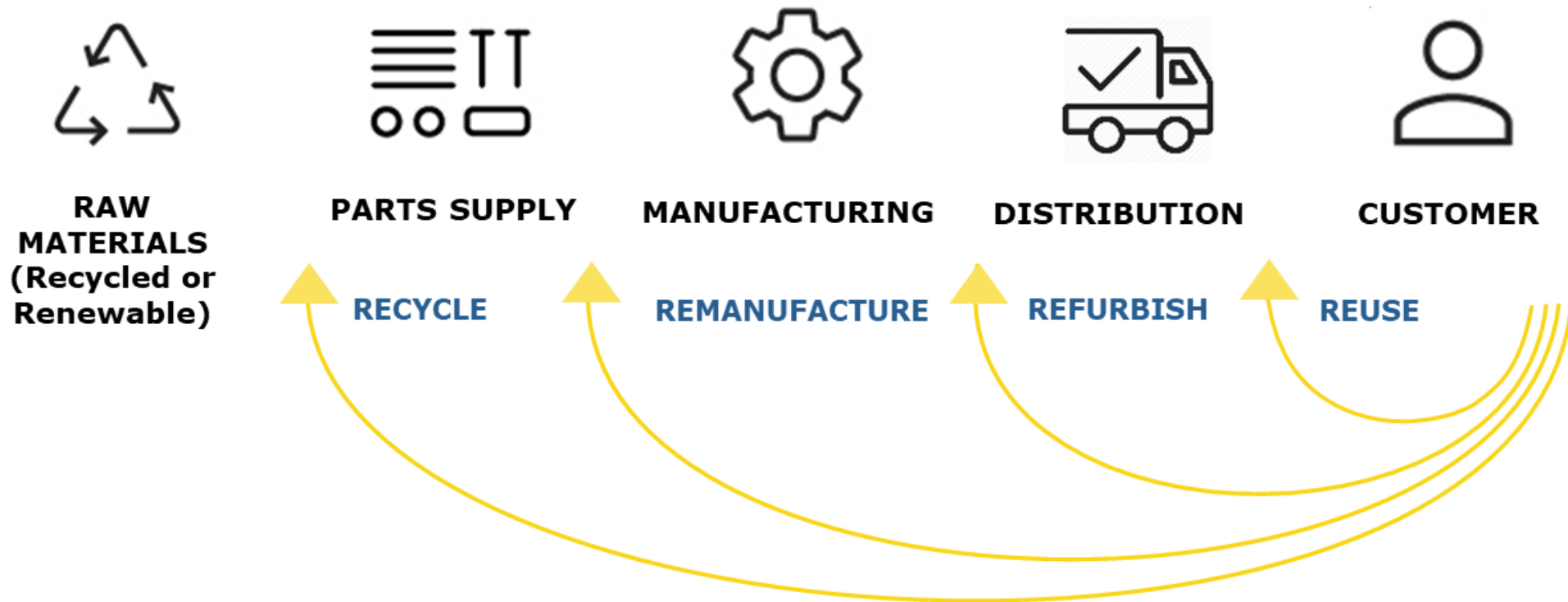
CUSTOMER



**LANDFILL
INCINERATION**



TO CIRCULAR BUSINESS




A new approach

RANGE DEVELOPMENT

SUPPLY CHAIN

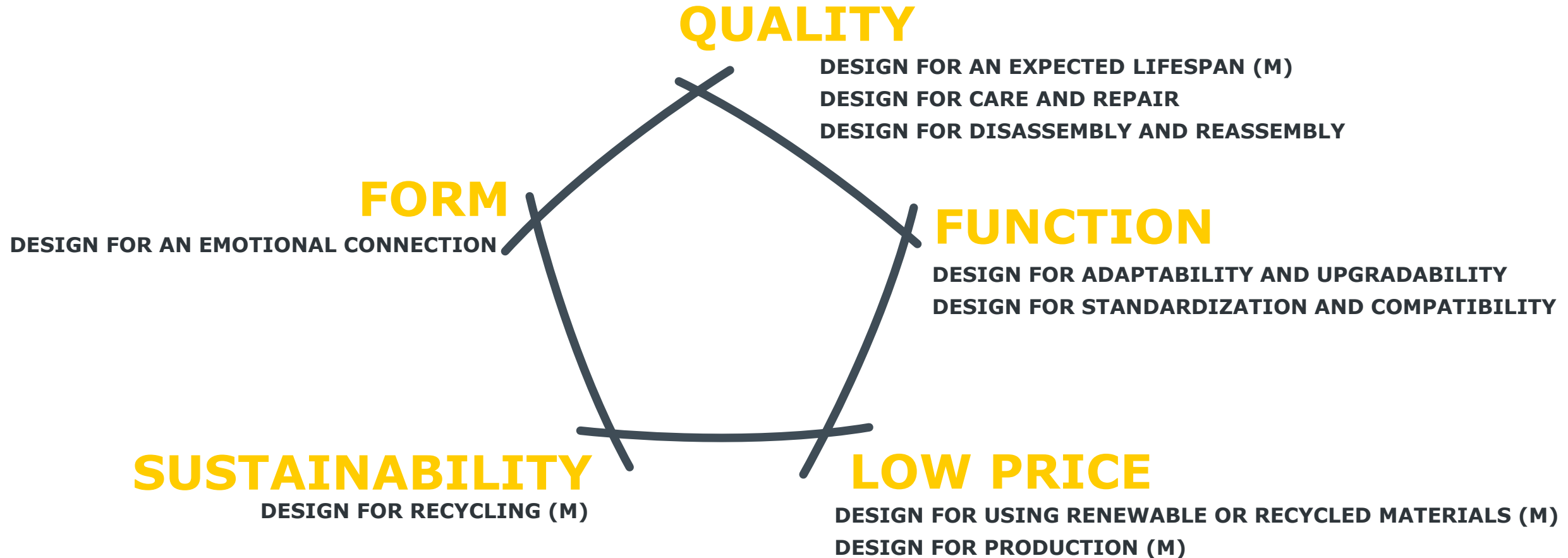
MEETING OUR CUSTOMERS




A close-up photograph of a person's hand holding a small, circular, white USB hub. The hub has three USB-A ports arranged vertically. The hand is positioned over a dark, polished wooden surface, likely a table. The lighting is soft, highlighting the texture of the wood and the smooth surface of the hub. The overall composition is clean and minimalist, emphasizing the product's design.


**Designing to reuse,
repurpose,
repair,
and recycle**

CIRCULAR IKEA THROUGH DEMOCRATIC DESIGN



A close-up photograph showing a person's hand using a chisel to work on a blue-painted wooden surface. The hand is wearing a patterned sleeve. The chisel is being used to remove or shape the paint, revealing the underlying wood. The text 'Prolonging the life of products and materials' is overlaid in large white letters on the left side of the image.

Prolonging the life of products and materials



Products, our material banks for the future





Enabling and engaging with customers in new ways



**People don't want
to be wasteful**



**People want an
emotional
connection**



**People are
awakening
to their
influence**



**People want to
be part of the
change**

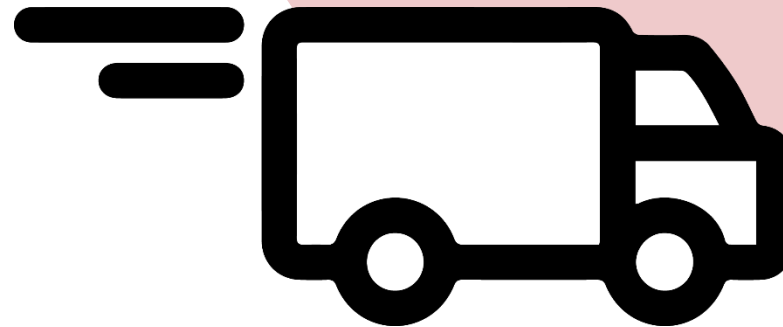
ACQUIRE:



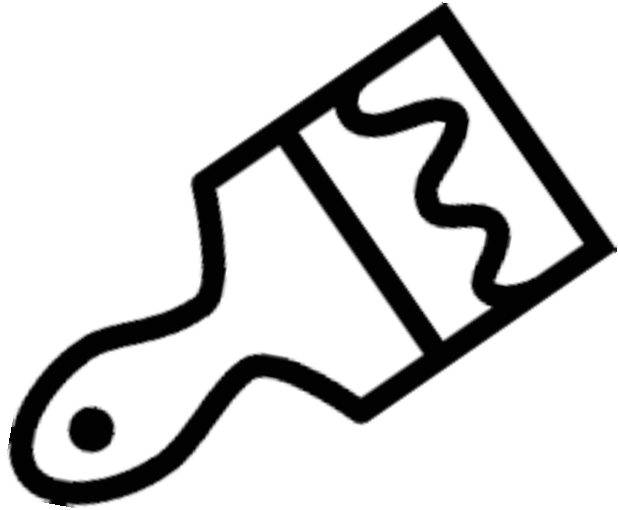
RENT
SHARE
BUY NEW
BUY 2ND HAND
+++

CIRCULAR IKEA:

- + RE-SELL IN STORE
- + ONLINE COLLABORATION



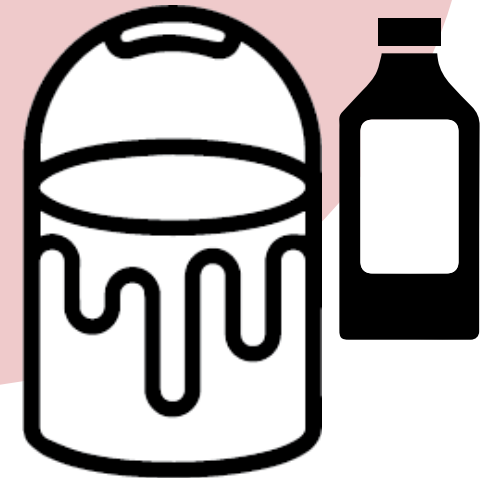
CARE FOR:



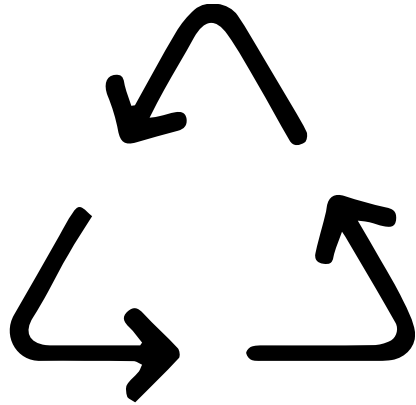
**CARE
REPAIR
UPGRADE
ADAPT
+++**

CIRCULAR IKEA:

- + SPARE PARTS**
- + GUARANTEE REPAIR**
- + IKEA FAMILY WS**
- + CARE PRODUCTS**



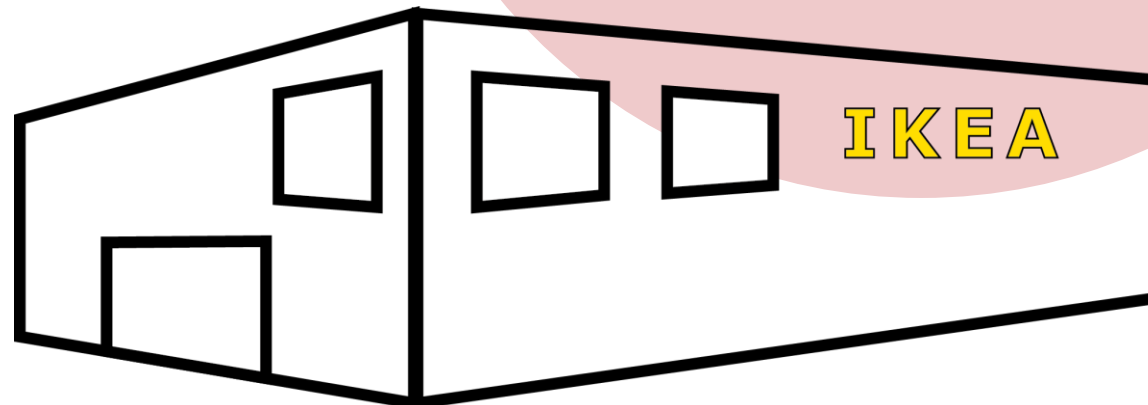
PASS ON:



**DONATE
RETURN
SELL
RECYCLE
+++**


CIRCULAR IKEA:

- + RECOVERY AREA**
- + AS-IS CORNER**
- + REPACKAGING MACHINE**
- + SOCIAL ENTREPRENEURS**
 - SEWING SERVICE**
- + BALERS**
- + REMOVAL SERVICE**





**Ingka Group will test
the desirability,
feasibility and viability
of furniture as a service
in 30 IKEA markets
during 2020**

A photograph of three people sitting around a white table in a meeting. On the left, a woman with blonde hair tied back, wearing a dark blue long-sleeved shirt, looks towards the center with a slight smile. In the middle, a woman with long brown hair, wearing a grey sweater, has her hand resting on her chin and is looking down at the table. On the right, the back of a person's head and shoulders are visible; they have blonde hair and are wearing a yellow and white striped shirt. They are all looking at documents and a color palette on the table. A glass of water is also visible on the left side of the table.

**We will
work together
with others**

Our commitments for the future:

**100%
CIRCULAR
PRODUCTS
BY 2030**

**BY 2030 ALL
MATERIALS
USED ARE
RENEWABLE
OR RECYCLED**

**NEW WAYS FOR
CUSTOMERS TO:
ACQUIRE,
CARE FOR,
PASS ON
PRODUCTS**

**TAKING THE
LEAD AND
JOINING
FORCES WITH
OTHERS**





Most things
remain to
be done –
glorious
future!

