

**By 2030, the IKEA ambition is to become climate positive by reducing more greenhouse gas emissions than the IKEA value chain emits, while growing the IKEA business.**

IKEA is committed to contribute to limiting climate change to 1.5°C, in line with the Paris Agreement.

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By 2025, 100% of last mile on  
electric vehicles or other  
zero-emission solutions.



## **Ambitious GOALS requires radical ACTIONS**

### **Vehicles**

We need zero emission replacements for 3.5/4.2 tonnes delivery vans.

→ We are teaming up with Transport Service Partners and vehicle manufacturers (e.g. Renault and MAN) to develop, test and deploy vehicles relevant to our operation.

### **Charging infrastructure**

We want to remove charging as barrier for the transformation by improving availability and speed of charge.

→ We are installing chargers at all our units in the Nordics and are cooperating with our Transport Service Partners on the same development in their network.

### **Governmental policy**

We support and encourage acceleration driven by financial incentives, geo-zoning and concessions.

→ We have budgeted for this transformation but believe in long term gains by improving TCO. And we believe it will be necessary for reaching the homes of many of our customers in the soon future.



## **Real CHANGE requires TOGETHERNESS**

### → **How will we work with the EV Transformation?**

Solutions we develop in this area will be done with the ambition to create scalable solutions available and relevant for the whole industry – not only us.

### → **Do we think we will make it?**

We feel optimistic about the 2025 target for zero emission but uncomfortable enough to keep us going with full energy!

# The good news is that we have already proven it's possible to decouple growth from climate footprint



Ingka business growth  
from FY16 to FY20



Total Ingka value chain GHG emissions  
growth from FY16 to FY20

# Thank you

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