

The background of the slide features a close-up of several pillows on a dark blue sofa. One pillow is a solid mustard yellow, while others have abstract, painterly patterns in shades of blue, red, and white. A large, semi-transparent blue rectangle is positioned on the right side of the image, serving as a backdrop for the title text.

# Ingka Group Tax Report **FY25**

INGKA<sup>TM</sup>

# Hej!



Juvencio Maeztu  
CEO and President of Ingka Group

In financial year 2025 (FY25) we brought IKEA to more people and more people to IKEA, served more customers and sold more quantities. Through macroeconomic challenges, we've proven our resilience as a company and brand, driven by co-workers committed to deliver to the IKEA vision of creating a better everyday life for the many people.

We start the new financial year with a leadership transition: After 30 years at IKEA and 8 years as President and CEO, Jesper Brodin is moving on. I thank him for guiding and inspiring and I'm excited to lead a business that's well equipped for the future, that believes it's good business to be a good business and where profit serves a purpose: it enables us to invest in making IKEA more affordable, accessible and sustainable.

At Ingka, we think in decades, not quarters. Being owned by a foundation lets us take a long-term perspective. Our profit can only be used in two ways: 85% of our net profit is reinvested in the company and 15% is paid as dividend to our sole owner, Stichting INGKA Foundation, which has a

charitable purpose to provide funding to the IKEA Foundation: focusing their grant making on fighting global warming with and for the many people.

With our Value Creation Goals, we have a balanced approach to grow in four dimensions: Better homes for our customers, Better lives for the many people and our co-workers, a Better planet for all, and a Better company now and for future generations. This is how we base decisions and measure performance.

In this Tax Report, we explain our approach to tax and publish the Group's total tax contribution as well as country-by-country tax data. We signed the B Team Responsible Tax Principles in May 2022 and publish our tax principles on [www.ingka.com](http://www.ingka.com).

I hope this report provides more clarity on our tax approach and how we strive to live by our values.

We welcome feedback and thank you for your interest.

# Our tax approach

At Ingka Group, the largest IKEA franchisee worldwide, we are committed to being a responsible taxpayer. We strive to ensure that our fair share of taxes is paid in every country where we operate, recognising the impact of our tax contributions to local economies and communities.

We have implemented our Ingka Group Tax Principles, which guide us and are embedded in a strong governance structure supported by a set of clear, consistent policies and rules, including our Policy on Finance and Tax.

In publishing our Tax Report, we aim to demonstrate our commitment to transparency and explain our tax principles. Acting responsibly has brought us to where we are today, and we're constantly on a journey to improve.

In this report, you will find insights into the history and business of Ingka Group, an explanation of our approach to tax, and the Group's tax figures based on the EU directive on public country-by-country reporting (Directive (EU) 2021/2101) for all countries where we operate.



# Ingka Group at a glance

## The history of IKEA

The first IKEA company was founded by Ingvar Kamprad in 1943. Since then, IKEA has gone from being a tiny mail-order company to one of the most well-known home furnishing brands in the world.

As IKEA expanded in the early 1980s, Ingvar Kamprad decided to transfer the ownership to the INGKA Foundation. This was to secure longevity for the business: funds can only be used to reinvest in the business or support charitable programmes via dividends from Ingka Group. INGKA Foundation is the sole owner and only shareholder of Ingka Group – more on this on page 8. A franchise system was established to allow for international expansion, to protect the underlying concept, and to stimulate the entrepreneurial spirit.

## Ingka Group – Three businesses in one

Ingka Holding B.V. is the parent company of Ingka Group and is based in Leiden, the Netherlands.

Ingka Group owns and operates IKEA sales channels under franchise agreements with Inter IKEA Systems B.V.. As the largest IKEA retailer, Ingka Group represents around 87% of IKEA retail sales. Ingka Group is made up of three businesses, working closely together: IKEA Retail, Ingka Centres, and Ingka Investments. The core businesses are supported by group functions and service companies located mainly in Sweden, the Netherlands, Ireland, and India.



# Ingka Group



## Ingka Centres

Meeting places  
together with IKEA

Ingka Centres is a global developer and operator of meeting places - retail-led destinations for the many people. Ingka Centres has 52 years of experience in meeting places and per FY25 works with over 2,600 brands across its portfolio of 37 assets in 14 markets. In FY25, Ingka Centres Meeting Places welcomed over 320 million visitors worldwide.



## IKEA Retail

Bringing IKEA to our customers – whenever and wherever they want to meet us

IKEA Retail is the core business that operates 411 IKEA stores including small stores and 209 other formats in 31 countries. IKEA Retail operates under franchise agreements with Inter IKEA Systems B.V., the worldwide IKEA franchisor.



## Ingka Investments

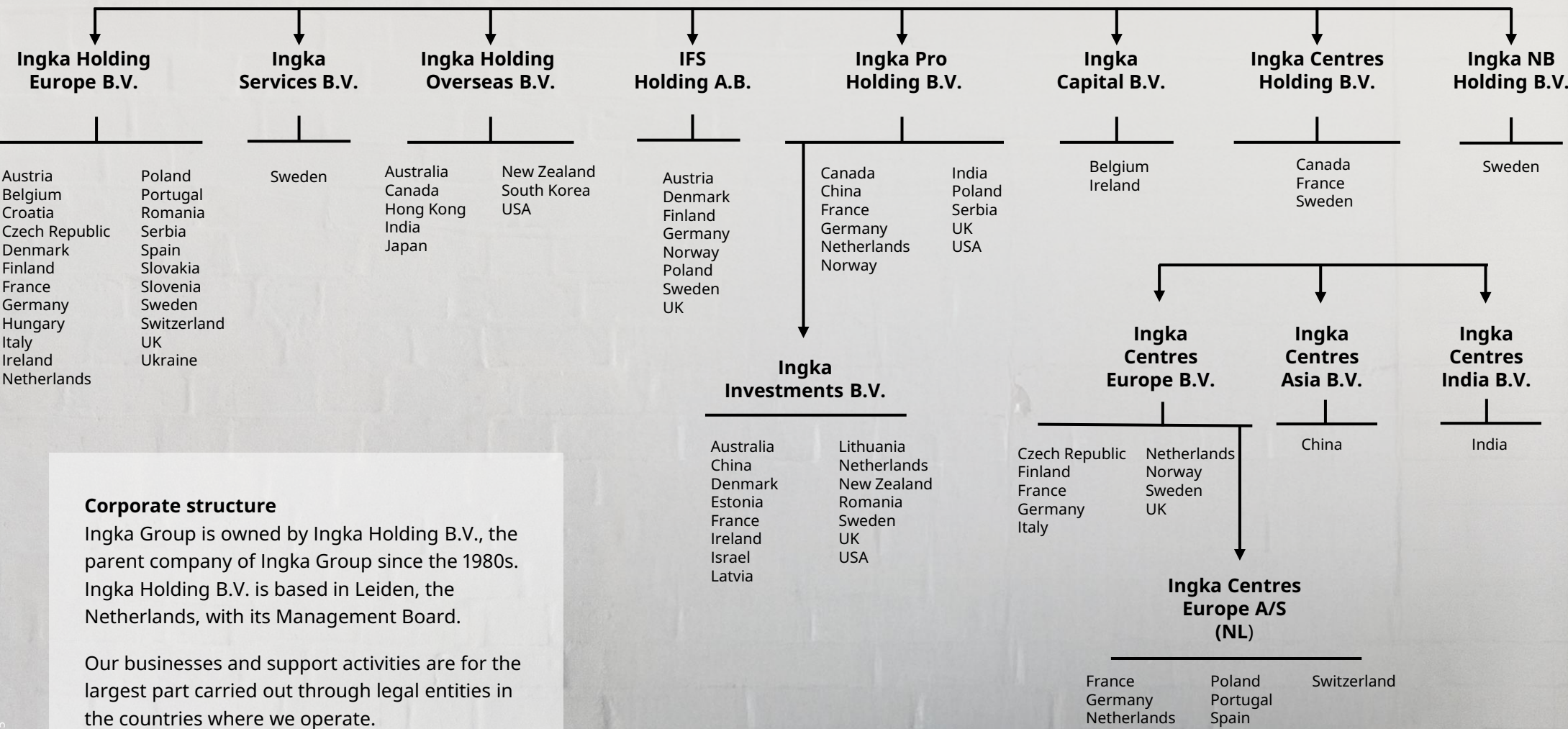
Preserving and creating value  
for Ingka Group and IKEA

Ingka Investments invests in assets, manages companies, and operates strategic businesses to preserve and create value for Ingka Group and IKEA – now, and for generations to come.

They take a long-term approach, strategically investing with impact across six investment portfolios: forestland, renewable energy, financial markets, business acquisitions and venture, real estate, and circular investments.

More details about Ingka Group can be found on <https://www.ingka.com>.

# Ingka Holding B.V.



### Corporate structure

Ingka Group is owned by Ingka Holding B.V., the parent company of Ingka Group since the 1980s. Ingka Holding B.V. is based in Leiden, the Netherlands, with its Management Board.

Our businesses and support activities are for the largest part carried out through legal entities in the countries where we operate.

All entities are – directly or indirectly – owned by Dutch (sub)-holding companies. In line with our Tax Principles (see page 9), Ingka Group does not have tax-initiated operations in tax havens.

**Overview of the main Dutch (sub)-holding companies**  
Countries where we have operations (Simplified, per 31 August 2025. A list of subsidiaries is available at the Chamber of Commerce)

# Highlighting specific locations

Countries with a strong presence of group functions and service companies supporting our core businesses

**1. SWEDEN** over 80 years ago it all started in Älmhult in Småland. Today in Sweden we have IKEA Retail operations with 22 stores, 12 Plan and Order Points and ecommerce, employing approximately 9,500 co-workers. A central warehouse unit secures the replenishment to the stores and customer orders.

We have 7 shopping centres with a total leasable area of over 425,000m<sup>2</sup>.

Our offices in Malmö, Helsingborg, and Älmhult have presence of Ingka Group functions, with over 2,600 co-workers in Global Business Operations, Finance, Business Risk & Compliance, Legal & Governance, Communications, Sustainability, Real Estate, People & Culture, and Retail and Digital operations in the functions Retail Markets, Growth & Marketing, Omni Meeting Points, Fulfilment & Core Services, and New Business & Expansion.

This year we completed the acquisition of Ikano Bank, with over 800 co-workers in Sweden.

**2. NETHERLANDS** Ingka Group is owned by Ingka Holding B.V., the parent company of Ingka Group. Ingka Holding B.V. is based in Leiden, the Netherlands, with its Management Board.

Our Dutch IKEA Retail operations include 12 stores, 1 Plan and Order Point and ecommerce, employing over 5,700 co-workers. A central warehouse unit secures the replenishment of IKEA products to the stores and fulfilment of customer orders.

In our offices in Leiden and Amsterdam, key group functions (e.g. Digital, Finance, Business Risk & Compliance, Legal & Governance, Sustainability, and People & Culture) and businesses (Ingka Centres and Ingka Investments) are present with more than 900 co-workers.

**3. IRELAND** Our Irish retail operations include one store in Dublin, 8 Plan and Order Points, as well as ecommerce, employing over 700 co-workers.

Our core Treasury activities, including in-house banking, are carried out from our offices in Dublin, employing 26 co-workers. In addition, Ingka Investments manages its Financial Markets Investment portfolio from Dublin. Ingka Investments Ireland has 18 co-workers.

**4. INDIA** We started our retail journey in India in 2018 with the opening of our first store in Hyderabad. Since then, we have opened 2 more stores in Mumbai, 1 store and 1 Plan and Order Point in Bangalore, and 1 Distribution Centre in Pune.

Our office in Bangalore is a hub for Global Business Operations, Group Digital and Group Functions' Centres of Expertise. Together, the Ingka Group companies in India employ around 2,800 co-workers.

# About our owner

Ingka Group is owned by Stichting INGKA Foundation (hereinafter: INGKA Foundation), a Dutch Foundation, based in Leiden, the Netherlands.

INGKA Foundation does not have any owners. It also does not have any beneficial owners but holds its assets only on its own behalf. This means that nobody is entitled to the assets of INGKA Foundation.

INGKA Foundation is committed to secure the long-term ownership and independence of Ingka Group.

INGKA Foundation has a charitable purpose, which is achieved by providing funding to the IKEA Foundation.

IKEA Foundation is an independent, strategic philanthropy that focuses its grant making efforts on fighting global warming with and for the many people.

More information can be found here:

<https://www.ingkafoundation.org>

<https://ikeafoundation.org>



# Tax principles

## Accountability and governance

Tax is a core part of our corporate responsibility and governance and fully integrated in our governance structure.

## Compliance

We are fully committed to comply with relevant tax laws and regulations in all the jurisdictions in which we operate and where the value is created.

## Transfer pricing

We conduct intragroup transactions at arm's length and are fully committed to comply with obligations under transfer pricing rules in the jurisdictions where we operate, and under global transfer pricing principles.

## Respecting letter and spirit of the law

We recognise the importance of respecting both the letter and the spirit of the law and will always act accordingly.

## Business structure

We will only use business structures and carry out transactions with a commercial or economic purpose. Whilst tax is considered in significant business decisions, we do not carry out operations where saving tax is the main benefit we expect.

## Tax havens

We do not have tax-initiated operations in tax havens.

## Incentives

Where tax incentives are offered by government authorities, we ensure that, in case of use of such incentives, this is done in a transparent way and consistent with statutory and regulatory frameworks.

## Relationship with tax authorities

We continuously develop and maintain cooperative long-term relationships with tax authorities, based on mutual respect, trust, transparency, and, where possible, dialogues upfront.

## Transparency

We are fully committed to be transparent about our approach to tax and the taxes we pay.

Tax is part of our framework for creating long-term value to society through Better homes, Better lives, a Better planet, and a Better company.

As part of being a responsible taxpayer, we are a signatory to the B Team Responsible Tax Principles since 2022. With this endorsement, we commit to full implementation of the Responsible Tax Principles and to working alongside other leading companies as well as stakeholders, including civil society groups and international institutions, to advance best practice tax reporting.



Read more about B Team and its mission



Read the B Team Accountability Report 2025

# Facts and figures financial year 2025

**EUR 689 million**  
Corporate income tax

FY24: 765 million



**620**  
Stores & other formats

FY24: 547

**15%**  
INGKA Foundation >  
IKEA Foundation  
charitable purpose

**85%**  
Reinvested in the  
company

FY24: 15% / 85%



**EUR 1.4 billion**  
Net profit

FY24: 0.8 billion

**EUR 41.5 billion**  
Ingka Group revenue

FY24: EUR 41.8 billion



**EUR 61.5 billion**  
Total assets

FY24: 57.6 billion

**32.8%**  
Effective tax rate

FY24: 48.7%

**EUR 470 million**  
Other taxes

FY24: 465 million

**EUR 48.4 billion**  
Group equity

FY24: 47.9 billion



**37**  
Meeting places  
(Ingka shopping centres)

FY24: 35

# Ingka Group corporate and total taxes in FY25

### Profitability in FY25

FY25 profitability was impacted by economic uncertainty, lower consumer confidence, and reduced demand for home furnishing. Yet, these challenges highlighted our resilience, and we regained momentum by serving more customers and selling higher quantities. Despite top-line pressure, the Group delivered a solid profit before tax of EUR 2,098 million.

### Our effective tax rate in FY25

The effective tax rate is the average tax rate at which profits are taxed. It is therefore different from the statutory tax rate, which is the legal percentage established by law in a particular country.

Ingka Group’s FY25 effective tax rate is calculated by dividing the corporate tax expense of EUR 689 million by the total profit before tax of EUR 2,098 million, resulting in an effective tax rate of 32.8% (FY24: 48.7%).

Our effective tax rate is a blend of the different statutory tax rates applied to our various businesses and the different tax laws in all the countries in which we do business.

### Total taxes in FY25

In FY25, our total tax bill, including other taxes such as property and environmental taxes, amounted to approximately EUR 1.2 billion (FY24: 1.2 billion).

In addition to these taxes, we collected substantial amounts of VAT, employment, and other indirect taxes.

The reconciliation between the effective tax rate and the applicable tax rate in the Netherlands, which is applicable to the consolidated financial statements, is as follows (in %):

|                                                   |        |
|---------------------------------------------------|--------|
| Applicable tax rate in the Netherlands            | 25.8   |
| Different tax rates outside the Netherlands       | (14.8) |
| Non-deductible expenses                           | 15.9   |
| Tax-exempt income                                 | (0.9)  |
| Utilisation of previously unrecognised tax losses | (0.8)  |
| Unrecoverable losses                              | 9.1    |
| Adjustment income tax previous years              | (0.8)  |
| Other                                             | (0.5)  |
| Effective tax rate                                | 32.8   |

# Pillar 2 and Global Minimum Tax Rules

The Ingka Group is subject to the Pillar 2 rules, also known as the Global Minimum Tax, as of 1 September 2024 (FY25). The Pillar 2 rules aim to levy an additional top up tax if the Effective Tax Rate of a jurisdiction in which Ingka operates, calculated under the new Pillar 2 rules, is lower than 15%.

To assess the impact by country, we distinguish between those where the Transitional Safe Harbor Rules (SHR) apply and those where a Pillar 2 calculation is required if SHR do not apply. When SHR conditions are met, no Pillar 2 top-up tax is due for that country. Under current rules, SHR applies for the first three fiscal years following Pillar 2 implementation: FY25, FY26 and FY27.

The FY25 impact assessment shows that all countries, except Ireland and Switzerland, meet the SHR requirements. For Ireland, this means that a top-up tax is due to Irish Revenue. This top-up tax, calculated at EUR 19 million, is included in Ireland's total current corporate income tax expense, and no top-up tax is expected for Switzerland.

SHR compliance is based on Dutch Generally Accepted Accounting Principles (GAAP) numbers, except for Portugal, where local GAAP figures have been used to prepare the country-by-country reporting and determine applicability.



# Public country-by-country tax reporting

We recognise the importance of providing public insight in corporate tax positions and the role greater transparency plays in building trust. Therefore, for the fourth year, we are publishing our country-by-country tax data based on the EU Directive on public country-by-country reporting (EU 2021/2101).

The following table contains our country-by-country data, which discloses data on our total revenues, profits before tax, income taxes paid, current corporate tax expense, and other relevant financial information on an aggregated non-consolidated basis per country\*. We also specify our business presence in each country to provide transparency on the source of our revenue in each jurisdiction.

We will publish the full set of data in accordance with the template laid down in the EU Directive on our website before 31 August 2026, as required by law.

\* Because of the specific requirements under the EU Directive, the reported numbers in this report may deviate from the numbers in the Ingka Group Annual Report FY25.

The data shown in the table on the next pages is derived from internal management information systems and reported based on Dutch Generally Accepted Accounting Principles (GAAP). The numbers for Portugal are based on local GAAP.



Ingka Group FY25 – All monetary amounts are in thousands (‘000) EUR)

| Country/region              | Total revenues <sup>1</sup> | Profit/ loss before tax <sup>2</sup> | Corporate income tax paid <sup>3</sup> | Current corporate income tax expense <sup>4</sup> | Accumulated earnings <sup>5</sup> | Average number of co-workers <sup>6</sup> | Core business lines <sup>7</sup>                                                      |                                                                                       |                                                                                       |
|-----------------------------|-----------------------------|--------------------------------------|----------------------------------------|---------------------------------------------------|-----------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                             |                             |                                      |                                        |                                                   |                                   |                                           | Retail                                                                                | Investments                                                                           | Centres                                                                               |
| Australia                   | 1,076,536                   | 66,430                               | 12,461                                 | 27,368                                            | 25,884                            | 2,867                                     |    |    |                                                                                       |
| Austria                     | 977,432                     | 63,509                               | 11,660                                 | 15,404                                            | 201,354                           | 2,517                                     |    |                                                                                       |                                                                                       |
| Belgium                     | 1,277,676                   | 106,125                              | 23,026                                 | 26,509                                            | 131,868                           | 4,360                                     |    |                                                                                       |                                                                                       |
| Canada                      | 2,054,817                   | 19,339                               | 15,928                                 | 14,983                                            | 660,394                           | 5,495                                     |    |    |    |
| China                       |                             |                                      |                                        |                                                   |                                   |                                           |                                                                                       |                                                                                       |                                                                                       |
| China (excl. Hong Kong SAR) | 2,103,445                   | -410,030                             | 26,634                                 | 24,760                                            | -1,202,735                        | 9,624                                     |    |    |    |
| Hongkong SAR, China         | 77                          | 72                                   | -54                                    | 12                                                | 528                               | 0                                         |                                                                                       |                                                                                       |                                                                                       |
| Croatia                     | 190,115                     | 11,774                               | 1,523                                  | 2,698                                             | 73,007                            | 927                                       |    |                                                                                       |    |
| Czech Republic              | 562,743                     | 45,140                               | 11,028                                 | 11,427                                            | 90,547                            | 2,064                                     |    |    |    |
| Denmark                     | 711,187                     | 42,304                               | 6,903                                  | 4,360                                             | 113,897                           | 2,082                                     |    |    |                                                                                       |
| Estonia                     | 8,429                       | -1,405                               | 0                                      | 0                                                 | 27,527                            | 11                                        |                                                                                       |    |                                                                                       |
| Finland                     | 411,541                     | -15,452                              | -5,843                                 | 425                                               | 120,365                           | 1,560                                     |    |    |    |
| France                      | 3,985,484                   | 209,942                              | 50,246                                 | 77,253                                            | 825,449                           | 10,341                                    |    |    |    |
| Germany                     | 7,129,870                   | 490,384                              | 139,048                                | 159,967                                           | 691,684                           | 15,854                                    |  |  |  |
| Hungary                     | 363,285                     | 13,408                               | 1,294                                  | 4,152                                             | 19,509                            | 1,581                                     |  |                                                                                       |                                                                                       |
| India                       | 222,838                     | -115,701                             | -59                                    | 725                                               | -787,198                          | 2,632                                     |  |                                                                                       |  |
| Ireland                     | 2,420,089                   | 1,368,456                            | 156,107                                | 160,047                                           | 172,469                           | 546                                       |  |  |                                                                                       |
| Israel                      | 17,513                      | -118                                 | 0                                      | 160                                               | 4,536                             | 97                                        |                                                                                       |  |                                                                                       |
| Italy                       | 2,372,211                   | 156,534                              | 24,647                                 | 25,651                                            | 256,522                           | 6,037                                     |  |                                                                                       |  |

1, 2, 3, 4, 5, 6, 7 Please refer to the glossary on page 16 for the definitions of these columns.

Ingka Group FY25 – All monetary amounts are in thousands (‘000) EUR

| Country/region | Total revenues <sup>1</sup> | Profit/ loss before tax <sup>2</sup> | Corporate income tax paid <sup>3</sup> | Current corporate income tax expense <sup>4</sup> | Accumulated earnings <sup>5</sup> | Average number of co-workers <sup>6</sup> | Core business lines <sup>7</sup>                                                      |                                                                                       |                                                                                       |
|----------------|-----------------------------|--------------------------------------|----------------------------------------|---------------------------------------------------|-----------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                |                             |                                      |                                        |                                                   |                                   |                                           | Retail                                                                                | Investments                                                                           | Centres                                                                               |
| Japan          | 595,294                     | -36,721                              | -455                                   | 658                                               | -29,107                           | 2,937                                     |    |                                                                                       |                                                                                       |
| Latvia         | 14,169                      | 447                                  | 3                                      | 4                                                 | 87,290                            | 40                                        |                                                                                       |    |                                                                                       |
| Lithuania      | 13,423                      | 86                                   | 6                                      | -1,415                                            | 30,305                            | 10                                        |                                                                                       |    |                                                                                       |
| Netherlands    | 2,206,748                   | -363,200                             | 18,059                                 | 8,836                                             | 54,704,313                        | 4,669                                     |    |    |                                                                                       |
| New Zealand    | 26,888                      | -18,502                              | 0                                      | -3,116                                            | -33,808                           | 185                                       |                                                                                       |    |                                                                                       |
| Norway         | 808,513                     | 26,255                               | 6,511                                  | 5,605                                             | 584,217                           | 2,241                                     |    |    |                                                                                       |
| Poland         | 1,784,291                   | 116,684                              | 632                                    | 27,057                                            | 242,051                           | 5,638                                     |    |    |    |
| Portugal       | 674,676                     | 67,714                               | 9,393                                  | 16,394                                            | 129,197                           | 2,678                                     |    |    |    |
| Romania        | 371,807                     | 32,338                               | 1,889                                  | 9,425                                             | 184,761                           | 1,546                                     |    |    |                                                                                       |
| Serbia         | 139,542                     | 1,375                                | 0                                      | 0                                                 | -72,552                           | 815                                       |    |                                                                                       |                                                                                       |
| Slovakia       | 173,766                     | 11,270                               | 3,230                                  | 4,288                                             | 101,069                           | 567                                       |    |    |    |
| Slovenia       | 87,300                      | 209                                  | 0                                      | 208                                               | -27,308                           | 431                                       |    |                                                                                       |                                                                                       |
| South Korea    | 429,252                     | 1,306                                | 560                                    | -228                                              | -5,964                            | 1,882                                     |   |                                                                                       |                                                                                       |
| Spain          | 2,139,339                   | 174,067                              | 35,222                                 | 13,986                                            | 697,907                           | 7,804                                     |  |  |  |
| Sweden         | 4,056,773                   | 28,763                               | -1,417                                 | 9,010                                             | 1,068,541                         | 10,383                                    |  |  |  |
| Switzerland    | 1,351,945                   | 238,083                              | 37,014                                 | 37,981                                            | 714,270                           | 2,723                                     |  |                                                                                       |                                                                                       |
| Ukraine        | 227                         | -8,954                               | 122                                    | -122                                              | -58,233                           | 300                                       |  |                                                                                       |                                                                                       |
| United Kingdom | 3,062,140                   | 48,544                               | 4,529                                  | 27,369                                            | 371,544                           | 8,819                                     |  |  |  |
| USA            | 6,099,261                   | -344,835                             | 4,448                                  | 15,226                                            | -697,379                          | 11,966                                    |  |  |  |

1, 2, 3, 4, 5, 6, 7 Please refer to the glossary on page 16 for the definitions of these columns.

# Glossary

## 1 Total revenues

The column 'total revenues' consists of Ingka Group's external as well as intercompany revenues and income, which are reported on an aggregated, non-consolidated basis, whether cross-border or within a country, or between related or unrelated parties.

## 2 Profit/(loss) before tax

The column 'profit/(loss) before tax' represents the aggregated profits or losses in the respective countries that Ingka Group operates in.

## 3, 4 Corporate income tax paid and current corporate income tax expense

The column 'corporate income tax paid' represents the amount of corporate taxes actually paid in FY25. These amounts can relate to FY25 but also to prior or future years.

The column 'current corporate income tax expense' reflects the current corporate income tax expense recorded for the taxable profit of FY25. This amount is different from the total tax expense reported in our annual report as it does not include deferred taxes, tax provisions, nor prior year effects.

## 5 Accumulated earnings

The column 'accumulated earnings' represents the sum of retained earnings and legal reserves.

## 6 Average number of co-workers

This column represents the average number of co-workers in the respective countries in FY25 based on Full time employees (FTE). The number of co-workers in our Ingka Group Annual Report FY25 represents Headcount numbers and is therefore different from this report.

## 7 Core business lines

This overview depicts our presence based on the operational activities of our core businesses per country (excluding minority investments).





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