

Welcome inside

Yearly Summary FY10
IKEA Group





CONTENTS

THIS IS THE IKEA GROUP 3

MIKAEL'S MESSAGE 11

OUR CO-WORKERS 14

SUSTAINABILITY 16

**FY10 CONSOLIDATED
FINANCIAL STATEMENTS 19**

IKEA AT A GLANCE FY10 25

CONTACT INFORMATION

Corporate Communications IKEA Group
+46 709 936376
IKEA.pr@IKEA.com

Prices stated in this document are recommended prices; actual prices may vary from market to market.

A photograph of a traditional stone wall in a rural landscape. The wall is built from dark, irregularly shaped stones and runs across the foreground. Behind the wall is a lush green field, and in the background, there is a dense forest of tall evergreen trees under a clear sky.

This is the IKEA Group

IKEA has its roots in Småland, historically one of Sweden's poorest regions, so hard work and economising with resources have always been part of our heritage. We've been making a lot out of very little for more than 60 years.

Growing up in the Swedish 20th century has influenced our products as well as our value-system. The strong social development during this period, such as democratisation, dramatic improvements in living conditions and women's rights, including a child care system for all, have shaped us and our way of interacting with customers and co-workers. We continue to learn from, and develop with, co-workers, customers, suppliers and other partners in 41 countries. Everyone can see our Swedish roots – but hear the accent of each of these countries, too.

A BETTER EVERYDAY LIFE

Based on a deep knowledge of people's lives at home, IKEA offers good quality, durable and functional home furnishing products for everyday life today. We are completely committed to our vision to create a better everyday life for the many people. This commitment extends to our suppliers and all who work for them. The IKEA Way on Purchasing Products, Materials and Services (IWAY*) is the

IKEA Supplier Code of Conduct. It states the IKEA minimum requirements relating to the Environment and Social & Working Conditions, including the prevention of child labour. IWAY and all of its activities are dependent upon co-operation, mutual trust and respect between the supplier and IKEA.

WE WORK AND GROW TOGETHER

Throughout the years, we have been fortunate to attract highly skilled and motivated co-workers who have made IKEA one of the most successful home furnishing companies in the world. Our workplaces are not for people with big egos. Togetherness is important. At IKEA, we can always get a helping hand from colleagues. We take responsibility, learn from our mistakes and share our experience and knowledge with each other. That's how we grow together – co-workers and suppliers.

SIDING WITH PEOPLE AND THE PLANET

We have always avoided wasting resources – to be able to offer low prices, we need to have low costs. Initially, flat packs and smart ways of transport were invented to save money. Over the years, we have learnt that saving money and the environment usually go hand in hand and rarely conflict with each other. During the past 10 to 15 years, we have developed our sustainability programme

*Read more about IWAY and our HR Idea at www.IKEA.com or on our intranet, IKEA Inside.

where we work on responsible forestry, water treatment, cotton grown in a more sustainable way and many more projects, together with partners such as WWF.*

Current IKEA social projects in partnership with UNICEF, UNDP and Save the Children will have benefited 100 million children by the end of 2015.

PROFITS LET US GROW

The IKEA company culture, built on our values, is the basis for all that we do. We are always “on the way” and constantly see possibilities to improve for the future.

The main financial principles of the IKEA Group are created to make sure we have financial stability, independence and flexibility. This gives us the opportunity to expand from our own resources and make long-term decisions. Over the past number of years, interest in IKEA has increased, following our rapid global expansion. In September 2010, we published our first yearly summary, for FY09. The summary you are now reading covers FY10 and gives an overview of our financial results in FY10 and how we use our resources.

Sustained profitability gives us resources to grow further and offer a better everyday life for more of the many people. That is what we do with our profits – grow!

Welcome to read more about us at IKEA!

*Read more about our improvements for people and the environment in the Never Ending List at www.IKEA.com or on our intranet, IKEA Inside.

THE IKEA GROUP

IKEA is a home furnishing company with a fully integrated supply chain, including its own industrial groups – Swedwood and Swedspan. The IKEA Group, directly or indirectly, also owns retail centres, always with an IKEA store as unique anchor tenant.

The IKEA Group works in four basic areas: range strategy & product development, production, supply and retail.

The parent company of the IKEA Group of Companies, INGKA Holding B.V., is owned by Stichting INGKA Foundation in the Netherlands. The Stichting INGKA Foundation was established in 1982 by the founder of IKEA, Ingvar Kamprad, to create an ownership structure and organisation that stand for independence and taking a long-term approach. It has two purposes – to reinvest in the IKEA Group and to fund charity through the Stichting IKEA Foundation*.

The Stichting IKEA Foundation is a Dutch charitable foundation which mainly funds programmes designed to improve the rights of children and youth in the developing world to enable them to create a better future for themselves and their families. Examples of these programmes include

holistic initiatives addressing health, education and livelihood development in rural areas in India, Pakistan and Bangladesh. In addition, the foundation is actively involved in global emergency relief work and also supports initiatives to promote architecture and design. The foundation has committed to programmes which are estimated to benefit 100 million children on several continents. In FY10, the Stichting IKEA Foundation donated 45 million EURO.

The IKEA Group franchises the IKEA concept from Inter IKEA Systems B.V. in the Netherlands, which is the franchisor of all IKEA stores worldwide – both stores inside the IKEA Group and stores owned and run by franchisees outside the IKEA Group.

OUR VISION

*To create a better everyday life
for the many people.*

OUR BUSINESS IDEA

To offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

*Prior to FY10, IKEA Social Initiative set up social programmes and funded them with donations from the Stichting IKEA Foundation (IKEA Foundation). In FY10, IKEA Social Initiative and its work was incorporated into the IKEA Foundation.

THE PRODUCT RANGE – OUR IDENTITY

The product range is the core of the IKEA business, developed to inspire and to provide solutions to everyday home furnishing needs. When we develop products, our starting point is the idea that, even with a thin wallet, people should be able to create a beautiful home with well designed, functional, safe and healthy products. The key to the success of IKEA is understanding the different living situations and needs of people all over the world. Thorough analysis helps product developers and designers choose what functions, styles and materials to use for a new product so it has the right combination of design, function and quality – all at the lowest price possible.

***“OUR INTEREST IN PEOPLE’S
LIVES AT HOME IS THE SOURCE
OF ALL OUR BUSINESS.”***

CONNECTING THIN WALLETS WITH BIG DREAMS

IKEA has a unique business model that connects the needs of our customers with the possibilities on the factory floor. With a deep knowledge about life at home and the challenges most of us have with limited space and wallets on one hand and big dreams on the other, IKEA often develops its products directly on the factory floor. The starting point for product developers and designers is always the price. Together with our very skilled suppliers, we make sure to get the most out of the possibilities in the production plants. We adapt the sizes and constructions of our products so we can produce, package and transport them in the most efficient way. We also put a lot of effort into developing materials, to improve them and save resources.

A limited range of articles and big sales volumes make it possible for us to keep costs and prices down. On top of this, our customers contribute to the low prices by collecting, taking home and assembling the products themselves. Today, they can even design their kitchen or wardrobe themselves using our computerised planner tools. We do our part, you do yours – together we save money.

RE-INVENTING THE DINING TABLE

At IKEA, we always do all we can to keep prices low without compromising quality. Some years ago, we saw that customers needed a dining table to use every day and that was easy to extend when guests came. We already had many dining tables to choose from but we decided to look into one series in particular, BJURSTA, to see how we could meet customers' needs in an even better way. This meant re-examining some basic ideas about dining tables. Legs, for example – why use heavy solid wood? We designed hollow legs of particleboard, saving materials and reducing weight. It made transport less costly and more environmentally friendly and the tables were easier for customers to take home. The parts were designed to be produced very efficiently and as different tables in the series share parts, manufacturers can make large quantities, which reduces costs and lets us reduce prices. Customers liked the simple, good looks of the tables, their sturdiness and that the extra leaves could be stored conveniently under the top. So they bought a lot, letting us lower the price even more. A typical business story at IKEA.



BJURSTA dining table
175/218/260x95, H74cm

€199

BJURSTA

Price in 2007 €279.

Price in 2011 €199.



NOEL WIJSMANS

Vice President & Global Retail Manager
Nationality: Belgian
Age: 57
Family: Married, one child
IKEA experience: Retail – 24 years at IKEA
Favourite IKEA product: SUNNAN solar cell lamp

TORBJÖRN LÖÖF

Managing Director
IKEA of Sweden
Nationality: Swedish
Age: 45
Family: Married, three children
IKEA experience: Product development, Purchasing – 21 years at IKEA
Favourite IKEA product: BESTÅ storage

PERNILLE LOPEZ

Global Human Resources Manager
Nationality: Danish
Age: 51
Family: Married, two children
IKEA experience: Retail – 20 years at IKEA
Favourite IKEA product: EKTORP chaise longue

HELEN DUPHORN

Global Corporate Communications Manager
Nationality: Swedish
Age: 49
Family: Married, one child
IKEA experience: Purchasing, Retail – 12 years at IKEA
Favourite IKEA product: BILLY bookcase

MIKAEL OHLSSON*

President & Chief Executive Officer
Nationality: Swedish
Age: 53
Family: Married, three children
IKEA experience: Product Development, Retail – 31 years at IKEA
Favourite IKEA product: IKEA Kitchen range

GÖRAN STARK

Global Supply Chain Manager (Permanent Invitee)
Nationality: Swedish
Age: 52
Family: Married, two children
IKEA experience: Product development, Purchasing – 25 years at IKEA
Favourite IKEA product: KLIPPAN sofa

SØREN HANSEN*

Vice President & Chief Financial Officer
Nationality: Danish
Age: 48
Family: Married, three children
IKEA experience: Finance – 23 years at IKEA
Favourite IKEA product: Restaurant meal of 15 meatballs with lingonberry jam

EXECUTIVE MANAGEMENT OF THE IKEA GROUP

*Mikael Ohlsson, Søren Hansen and Christer Thordson, Chief Legal Officer, constitute the Management board of INGKA Holding B.V.

STRUCTURE OF THE IKEA GROUP OF COMPANIES



Mikael's message

HEJ!

The IKEA Fiscal Year 2010 has been very exciting. We have moved forward in line with our vision of creating a better life for the many people and our sales grew by 7.7%. At IKEA we believe that home is the most important place and we want everyone to be able to afford to make their dreams reality, despite limited time, space and money. More and more people are seeing that IKEA can make a real contribution to their everyday lives.

We keep increasing our knowledge about people's lives at home and we want to make IKEA accessible to more people. Currently, we're investing a lot in improving our existing stores, securing our supply of products and spreading the IKEA culture and spirit among our many new co-workers. In FY10 we opened 12 new stores and also refreshed, enlarged and relocated



**"WE ARE GROWING
IKEA TOGETHER."**

existing stores – all to be able to serve our customers in a better way.

To be even more affordable for the many people, we work continuously to reduce prices for our customers. Although prices were unchanged on a total level in FY10 compared to the previous year, we have been able to reduce them in FY11 by 2.6%. A strong contributor to the lower prices is an improved supply chain. More and more of our products are now delivered directly to our stores and we are gradually phasing out wooden pallets so we can fill trucks and containers more efficiently. We constantly redesign products so they take less space. This gives cost savings that we pass on to our customers through lower prices, and benefits the environment at the same time.

We have decided to build care for the environment into our products. We believe that together with our customers we can really make a difference. We are also investing in renewable energy - you can read much more about this in the sustainability chapter on page 16 and in our Sustainability Report*.

During the year I visited many parts of IKEA and many markets. It is so rewarding to meet our co-workers, suppliers and customers as well as

NGOs, politicians, unions, journalists and many others. I get the opportunity to listen and learn, but also to describe our vision and in what way we want to develop IKEA in the future in tune with people's real lives and society. It is such a joy to meet our co-workers and to be part of the spirit and desire among them to make IKEA a little better every day!

Sometimes we fall short and make mistakes. However, the spirit of being open and honest, and then learning and correcting and becoming even better, is a strong part of our culture. One example is that during FY10 we discovered, and started to correct, large, long-term problems in our Russian Shopping Center Company. It has led to substantial costs and enormous work for many people, but we are all convinced about the opportunities in Russia and that IKEA Russian shopping centers will, in a few years, be even more successful.

From a broader perspective, we increased our efforts to support the many people through the IKEA Foundation. In FY10 the IKEA Foundation donated 45 million EURO. The programmes funded by the foundation mainly aim at improving the everyday life for many of the poorest in the world. They focus on four areas: a place to call home,

*Find out more in the IKEA Sustainability Report at www.IKEA.com or on our intranet, IKEA Inside.

a healthy start in life, a quality education and a sustainable family income. I would like to thank all our customers, co-workers and partners who made this contribution possible.

FY10 was a good year financially for us – profits give us independence to choose our way and the resources to continue to invest and develop IKEA to reach more people. It was a year when a lot happened in IKEA, in our lives and in our homes as well as in the world, but, as always, most things remain to be done.

Mikael Ohlsson
President & CEO of the IKEA Group



For each soft toy we sell in the run-up to Christmas every year, we donate €1 to UNICEF and Save the Children educational programmes. Find out more at www.IKEA.com or on our intranet, IKEA Inside.

Our co-workers

BUSINESS & PEOPLE GROWING TOGETHER

It is IKEA co-workers around the world who transform the IKEA vision into reality and it's through our co-workers that our business grows. In FY10, IKEA had 127,000 co-workers in 41 countries.

IKEA wants to give co-workers the possibility to grow, both as individuals and in their professional roles. We work together to create a better everyday life for our customers and ourselves.

We find our co-workers among the many people. They embrace our ideas and values and are prepared to commit themselves to making them reality. We want co-workers to stay, develop and succeed with IKEA and we strongly believe in each person's ability to develop. We do all we can to meet each co-worker's individual needs through the different phases and changing situations in life.

LEADING FOR PERFORMANCE

At IKEA we believe in leading by example and provide a conscious leadership based on our cultural heritage and unique values. As we grow even more into new markets and countries, we need to spread the message of what kind of leadership IKEA is built on – the unique way we do things.

One initiative among others to prepare for succession in future leadership positions started in spring 2010. This is the “Backpacker Journey” – a one year development adventure that any co-worker with potential can apply for in the beginning of their career. The participants travel to two different countries for six months each to work in different fields to what they are used to.

They go to business areas all over IKEA, where they learn on the job, coached by our best leaders.

When they come back, the plan is for them to take leadership responsibility, growing and forming the pool of highly skilled IKEA managers of the future.

We will keep recruiting for the journey twice a year over the next four years.

MANAGING TALENT ALL OVER THE WORLD

Finding and encouraging talent was a very impor-

tant focus in FY10. We want to attract co-workers who share the IKEA values and have a passion for home furnishing and life at home.

IKEA already attracts very many highly skilled co-workers but we need to develop a more systematic approach to talent management as we are expanding quite quickly.

To further improve our business competence, we have decided to move even more from learning in the classroom to learning on the job. Colleagues are the best coaches and customers are the best teachers.

A DIVERSE AND SATISFYING PLACE TO WORK

IKEA believes in diversity and equality. There still remains a lot to do but we are happy that of our top 200 managers, about 40% are women and we have a great mix of nationalities. We run purchasing and retail operations in 41 different countries. These are led by country managers of 14 different nationalities, few of whom work in their home country.

Our co-worker satisfaction surveys show very strong results. In many markets we are the “Employer of Choice” and globally IKEA is listed as one of the top 50 most attractive employers in 2010.

Sustainability

MAKING SUSTAINABILITY PART OF OUR EVERYDAY

The IKEA vision to create a better everyday life for the many people is not just about offering great home furnishing products and helping enable customers to live more sustainable lives. It is also about taking social responsibility towards our customers, co-workers, suppliers and the people who work for them, as well as towards the entire community. Over the last 10-15 years we have, together with partners like WWF, UNICEF and Save the Children, developed a broad environmental and social programme. By co-operating with our partners we can achieve so much more compared to working on our own. Our vision means that sustainability is an integrated part of our business, as our overall direction, Growing IKEA – Together, states.



The IKEA Sustainability Direction 2015 outlines our priorities for taking social and environmental responsibility at every step, from sourcing raw materials to how our products are used and how they are recycled.

PRODUCTS THAT ARE MORE SUSTAINABLE

We have decided not to have a specific “sustainability” range. Instead, our customers should be able to choose freely among all our products, knowing that sustainability is an integrated part of how we work.

During FY10 we introduced the IKEA Sustainability Product Score Card, which will help the development of more sustainable home furnishing products. The score card reflects sustainable aspects throughout the lifecycle of a product; for example, type and amount of raw material used, manufacturing, distribution, product quality, product use and possibilities for recycling at the end of its lifetime.

In FY10 we saw progress related to wood and cotton – our most important raw materials. The IKEA Forest Tracing Survey showed that 98.8% of our solid wood complied with our minimum requirements, which, among other things, means

the wood is logged legally and we know where it comes from. Compliance is verified by audits carried out by IKEA. Suppliers not fully in compliance are currently implementing corrective actions. The share of solid wood certified by the Forest Stewardship Council increased substantially to 23.6% from 16.2% the year before and the share of more sustainable cotton in our range doubled.

LEADING TOWARDS A LOW CARBON SOCIETY

IKEA wants to take a leading role towards a low carbon society, and significantly reduce the carbon footprint from all aspects of our operations, while also helping to reduce CO2 emissions in society.

Our long-term direction states that all IKEA buildings shall be supplied with 100% renewable energy and during FY10 we continued to invest in renewable sources. We currently own 52 wind turbines, which generate roughly the equivalent of 10% of the electricity consumed by the IKEA Group’s operations, and we are equipping 150 stores and distribution centres with solar panels that produce electricity. All new IKEA buildings are energy-efficient and many are designed to use biofuels, geothermal energy or solar or wind power. We adapt existing buildings where possible.

TAKING SOCIAL RESPONSIBILITY

During FY10, the IKEA Foundation extended its support for UNICEF's water and sanitation program in India, doubling the amount of all previous donations. In total, the IKEA Foundation projects together with UNICEF, Save the Children, the United Nations Development Programme and others will have benefited an estimated 100 million children by the end of 2015. Through the IKEA Foundation, we fund programmes in the carpet and cotton regions in India and Pakistan that aim at making every child's right to quality primary education and protection from exploitation a reality. They are about getting children to go to school and stay in school, by increasing the awareness of the importance of education. The programmes achieve this by making the whole community advocates for children's rights, and by helping families to increase their income through linking them to state social protection schemes. They are also about improving education in state schools through training teachers in child-friendly teaching methods. By the end of 2015, some 10 million children across 20,000 villages in India and Pakistan will have benefited from the programmes. As well as global initiatives, some of which we have highlighted here, IKEA stores and national retailers are also active in many social responsibility projects.

Find out more in the IKEA Sustainability Report at www.IKEA.com or on our intranet, IKEA Inside.



FY10 Consolidated financial statements

Overall, the main financial principles of the IKEA Group are created to make sure we have financial stability, independence and flexibility. This gives us the opportunity to expand from our own resources and make long-term decisions. To put it very simply – we earn the money before we spend it.

We also have decided to own the land and buildings where we operate.

This conservative view on how we finance our business and expansion has consequences for our balance sheet.

Fixed assets will continue to grow along with investments in new IKEA stores, warehouses, retail centres and factories.

Cash and securities will always be a big item in our balance sheet, as we intend to continue expanding and will finance most of this expansion with our own money.

We continue to focus on the many people with limited resources, and that means we keep improving the prices to our customers by constantly striving to lower costs. During the past 10 years, we have lowered our prices by 2 to 3% per year, on average.

Naturally we pay taxes and fees in accordance with laws and regulations, wherever we are present as retailer, manufacturer or in any other role. The effective tax rate varies from year to year, depending on where we grow – in high or low tax countries.

Our profit is reinvested in our business, for example in new stores, factories and lower prices, and donated to social programmes and other charitable initiatives.

SØREN'S COMMENTS

FY10 was an unpredictable year with the effects of the financial crisis in 2009 still a reality for many of our customers. The conditions in our markets ranged from favourable to difficult. FY10 turned out to be a very good year for our retail operations, with growth in most markets, further increasing our market shares.

Increasing sales, gross margin and improvements in the cost structure, adjusted for one-off items, led to a strong result. New stores, refurbishments and other investments were funded with our own cash flow.

GOOD PROFIT LEVEL

Sales increased to 23.1 billion EURO in FY10, an increase of 7.7% compared to the previous year. The growth came both from existing stores, which grew by 2.4% and new stores. Sales grew in almost all countries, with China, Russia and Portugal showing the strongest increase.

Gross margin improved to 46.1% from 44.6% in FY09. This increase was driven by higher sales and re-



**"PROFIT GIVES US
RESOURCES TO GROW"**

duced costs in our supply chain, strongly supported by steps taken together with our suppliers. As a franchisee of the IKEA concept, IKEA Group pays a franchise fee of 3% of sales to the concept owner Inter IKEA Systems B.V.

Operating cost increased from 7.2 billion EURO in FY09 to 7.9 billion EURO in FY10. The increase in expenses is mainly due to two one-off items, being the settlement of the dispute about the lease of diesel generators in Russia and the impairment of assets in our industrial groups. Adjusted for these one-off effects, expenses as a percentage of total revenue decreased by 2.3% compared to FY09, reflecting an improvement in cost structure. This improved efficiency will be invested in lower prices for our customers.

Financial net decreased due to lower net interest income, partly compensated by higher currency results.

The effective tax rate increased from 13.2% in FY09 to 17.6% in FY10. The increase in effective tax is primarily due to higher taxable profits in countries with higher nominal tax rates. Corporate income taxes amounted to 577 million EURO in FY10. In addition, property taxes of 150 million EURO were incurred.

Net income increased by 6.1% to 2.7 billion EURO.

The following abbreviated financial statements are an abridged version of the consolidated financial statement of INGKA Holding B.V. as included in the Annual Report for the financial year 2009/2010. An unqualified auditor's report dated December 7, 2010 was issued on these financial statements. INGKA Holding's Annual Report for the

STRONG FINANCIAL POSITION

Total assets increased from 37.1 billion EURO to 41.3 billion EURO, mainly due to investments in properties and a further increase in cash and securities.

The increase in property, plant and equipment is related to the establishment of 12 new stores and additional investments in IKEA stores and factories. We have also invested an amount of 66 million EURO in wind farms in accordance with our strategy on renewable energy. The total investment in tangible fixed assets amounted to 2.1 billion EURO, staying flat compared to the previous year.

Our securities portfolio grew by 2.5 billion EURO during FY10 to 15.2 billion EURO. No credit losses were incurred during this period.

The assets are for a significant part funded through equity, with the equity ratio increasing to 55% by August 31, 2010. Total equity amounted to 22.8 billion EURO on August 31, 2010. No dividend was paid to the Stichting INGKA Foundation during the year.

We reduced our long-term debt by 213 million EURO during FY10.

We are pleased that during FY10 we were able to further grow our business in accordance with our financial principles, and we have thereby strengthened our financial base for the future.

Søren Hansen, VP & CFO of the IKEA Group

financial year 2009/2010 will be available through the Dutch Chamber of Commerce. INGKA Holding's consolidated financial statements, from which these abbreviated financial statements have been derived, have been prepared in accordance with Part 9 of Book 2 of the Dutch Civil Code.

PLUGGIS wastepaper basket

€6.90

Who would have thought that old plastic bottles could become something this functional, smart and stylish? **PLUGGIS** wastepaper basket is made from 100% recycled PET plastic

CONSOLIDATED INCOME STATEMENT

SEPT 1 – AUG 31

(IN MILLIONS OF EURO)	2010	2009
Revenue*	23,539	21,846
Cost of sales	12,454	11,878
Gross profit	11,085	9,968
Operating cost	7,888	7,202
Operating income	3,197	2,766
Total financial income and expense	76	143
Income before minority interests and taxes	3,273	2,909
Tax	577	384
Income before minority interests	2,696	2,525
Minority interests	(8)	9
Net income	2,688	2,534

*Revenue includes sales of goods and rental income from commercial property.

CONSOLIDATED BALANCE SHEET – ASSETS

AUGUST 31

(IN MILLIONS OF EURO)	2010	2009
Property, plant and equipment	15,982	14,206
Other fixed assets	2,683	2,652
Total fixed assets	18,665	16,858
Inventory	3,415	3,116
Receivables	2,238	2,797
Cash and securities	16,955	14,334
Total current assets	22,608	20,247
Total assets	41,273	37,105

DVALA, single quilt cover set

€12.95/3pcs

The cotton in **DVALA** bed linen is grown in a more sustainable way, using substantially less water, chemical fertilisers and pesticides. The fabric is woven with 15% less cotton.

Strong and light. The innovative production technique and choice of materials in the **STUVA** series makes very efficient use of resources – minimising raw material use and transport

STUVA storage combination

€178.90

CONSOLIDATED BALANCE SHEET – EQUITY AND LIABILITIES

AUGUST 31

(IN MILLIONS OF EURO)	2010	2009
Group equity	22,841	19,775
Long-term liabilities	4,296	4,509
Other non-current liabilities	1,325	1,395
Total non-current liabilities	5,621	5,904
Short-term liabilities	7,724	7,251
Other payables	5,087	4,175
Total current liabilities	12,811	11,426
Total equity and liabilities	41,273	37,105

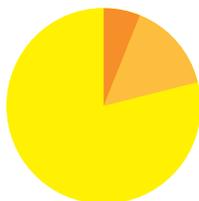
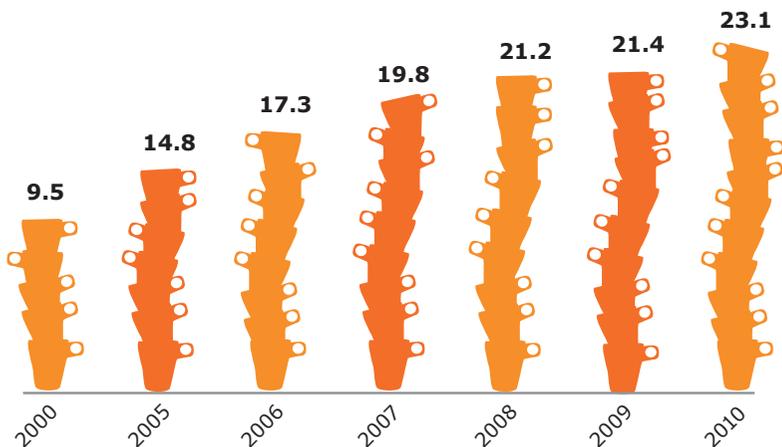
IKEA® at a glance FY10

IKEA GROUP STORES WORLDWIDE

In FY10, the IKEA Group opened 12 new stores, in 8 countries. On 31st August 2010, the IKEA Group had a total of 280 stores in 26 countries.

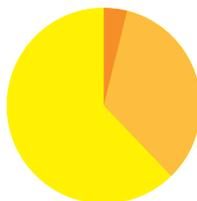
ANNUAL SALES FIGURES, BILLION EURO

Sales of goods, excl. rental income



SALES PER REGION, %

- Asia & Australia: 6%
- North America: 15%
- Europe: 79%



PURCHASING PER REGION, %

- North America: 4%
- Asia: 34%
- Europe: 62%

TOTAL SALES FY10: 23.1 BILLION EURO
Sales increased 7.7% FY10 compared to FY09.

IKEA FOOD SERVICES TURNOVER FY10
Turnover for IKEA Food was 1.1 billion EURO.

THE IKEA GROUP

The IKEA Group had operations in 41 countries – 29 Trading Service Offices in 25 countries and 27 Distribution Centres and 11 Customer Distribution Centres in 16 countries.

INDUSTRIAL GROUPS

Swedwood, an industrial supplier within the IKEA Group, had 15,500 co-workers and 41 production units in 9 countries. Swedspan, an industrial supplier within the IKEA Group, had 500 co-workers and 5 production units in 5 countries.

SUPPLIERS IN FY10

IKEA had 1,074 suppliers in 55 countries.

PRODUCTS IN THE RANGE

The IKEA range consisted of approximately 9,500 products.

IKEA GROUP STORE VISITORS IN FY10

The IKEA Group stores had **626 million** visitors.

VISITS TO IKEA WEBSITES IN FY10

IKEA websites had **712 million** visits.

PRINTED CATALOGUES, LANGUAGES & EDITIONS

The IKEA catalogue was printed in more than **197 million** copies in 29 languages and 61 editions.

CO-WORKERS IN FY10

127,000

CO-WORKERS PER FUNCTION

Purchasing, distribution, wholesale, range & other: 14,500
Retail: 96,500
Swedwood: 15,500
Swedspan: 500

CO-WORKERS PER REGION

Asia & Australia: 8,000
North America: 15,500
Europe: 103,500



“Most things still
remain to be done.
A glorious future!”

*INGVAR KAMPRAD
Founder of IKEA*

