

Urban Logistics Innovation Day

26 September 2023, Brussels

Picking the brain
of an innovator:
Unveiling IKEA's
Strategies and
Insights



#LEADFinalConference
#UrbanLogisticsInnovationDay

www.leadproject.eu

[@lead-h2020](https://www.linkedin.com/company/lead-h2020)

We are Ingka

One part of the IKEA world

Raphael Guillard
Global Responsible Sourcing Manager



IKEA



The IKEA sustainability strategy

People & Planet Positive

→ Healthy & Sustainable Living

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

→ Circular & Climate Positive

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

→ Fair & Equal

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

Driving change

The journey to 100% IKEA home delivery emissions-free by 2025



**No-one said it would
be easy...**

No-one said it would be easy...

Lack of appropriate
vehicles

Missing
infrastructure



No-one said it would be easy...

Lack of appropriate vehicles

Missing infrastructure

It's too expensive



No-one said it would be easy...

Lack of appropriate vehicles

Missing infrastructure

It's too expensive



And on and on!



IKEA

We are on the way!

The IKEA journey towards 100% zero-emissions home delivery.





We are investing in innovation.





Solar-powered cargo e-bikes tested in The Netherlands



E-Tuk-tuks implemented in Australia



Social bike delivery in Italy



Hydrogene trucks tested in China and tested + implemented in Austria



Boat delivery to enter Paris...



... Loaded on electric trucks for final mile

And more examples globally...



Malmö, Sweden



Milan, Italy



Lisbon, Portugal



Paris, France



Vienna, Austria



Berlin, Germany



Canada



London, UK



Prague, Czech Republic



India



Finland



Seoul, Korea



Heminredning på väg. 100% eldriven leverans.

- More than **1,500 IKEA dedicated emissions-free vehicles** deliver in 28 countries.
- Over **1 million customers delivered per month** with zero emission vehicle
- 1 out of every 3 orders is delivered with zero emission solution.



**We are daring to innovate,
test, try, fail, improve,
fail, and finally
move forward...**

We're making mobility
better **together!**

IKEA



We are Ingka Belgium

One part of the Ingka world

John Neven

Country Project Manager – Zero Emission deliveries



IKEA



Jesper Brodin  • 1st
CEO of Ingka Group | IKEA



The science is clear – limiting global warming to 1.5 degrees **is not a target, it is a limit.** The choices and action implemented this decade will have impacts now and for many years ahead.

At **IKEA** we are committed to doing our part to limit global temperature increase to 1.5 C. We have reduced our emissions with 13.6 % while growing the business with 24% since base year FY16. We are humble about the future as it is clear we all have to double our efforts and just as the **United Nations** secretary general - **António Guterres** said: "Our world needs climate action on all fronts: everything, everywhere, all at once."

Let actions speak louder than words.



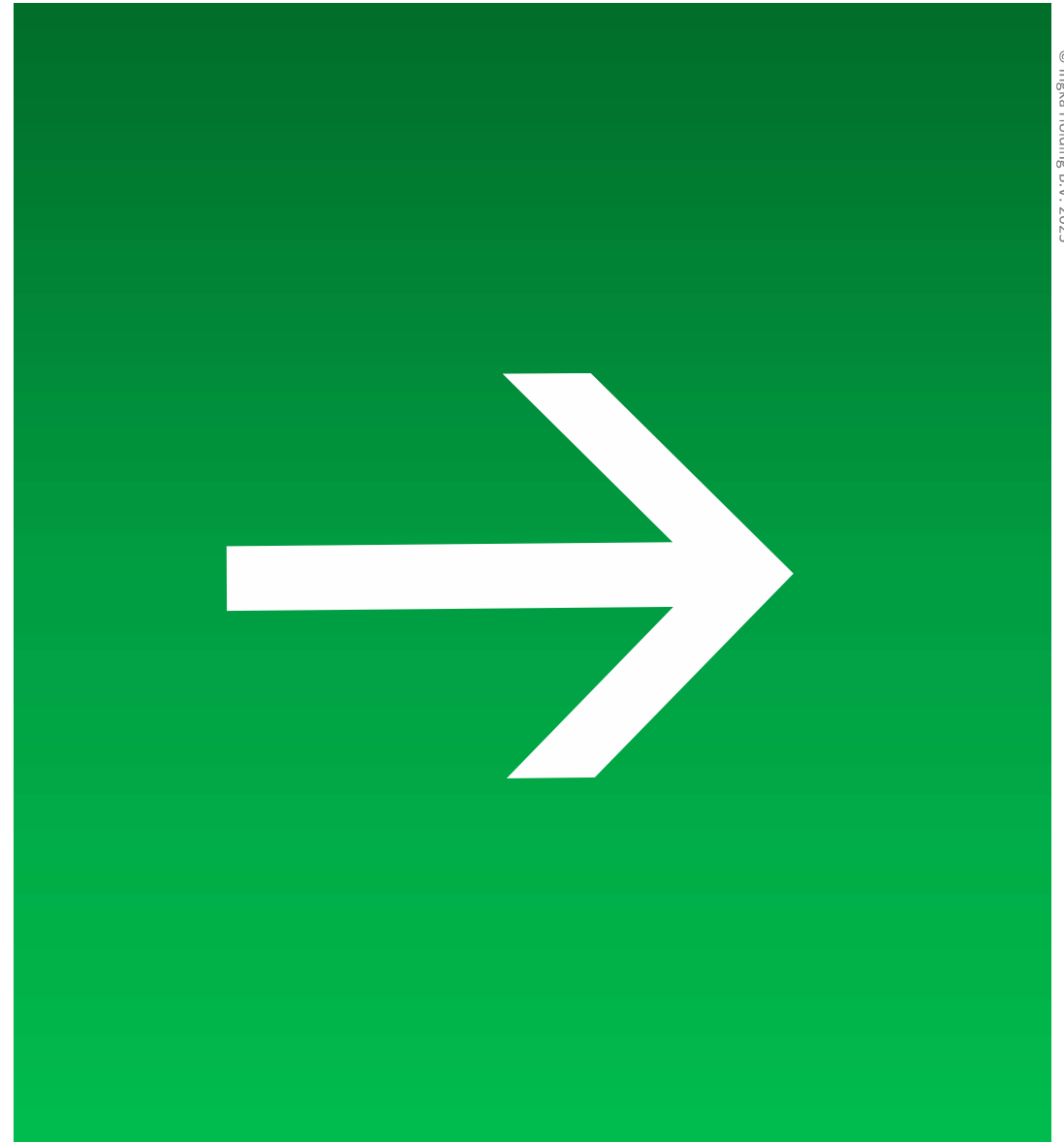
**100 % ELECTRIC
HOME DELIVERY**

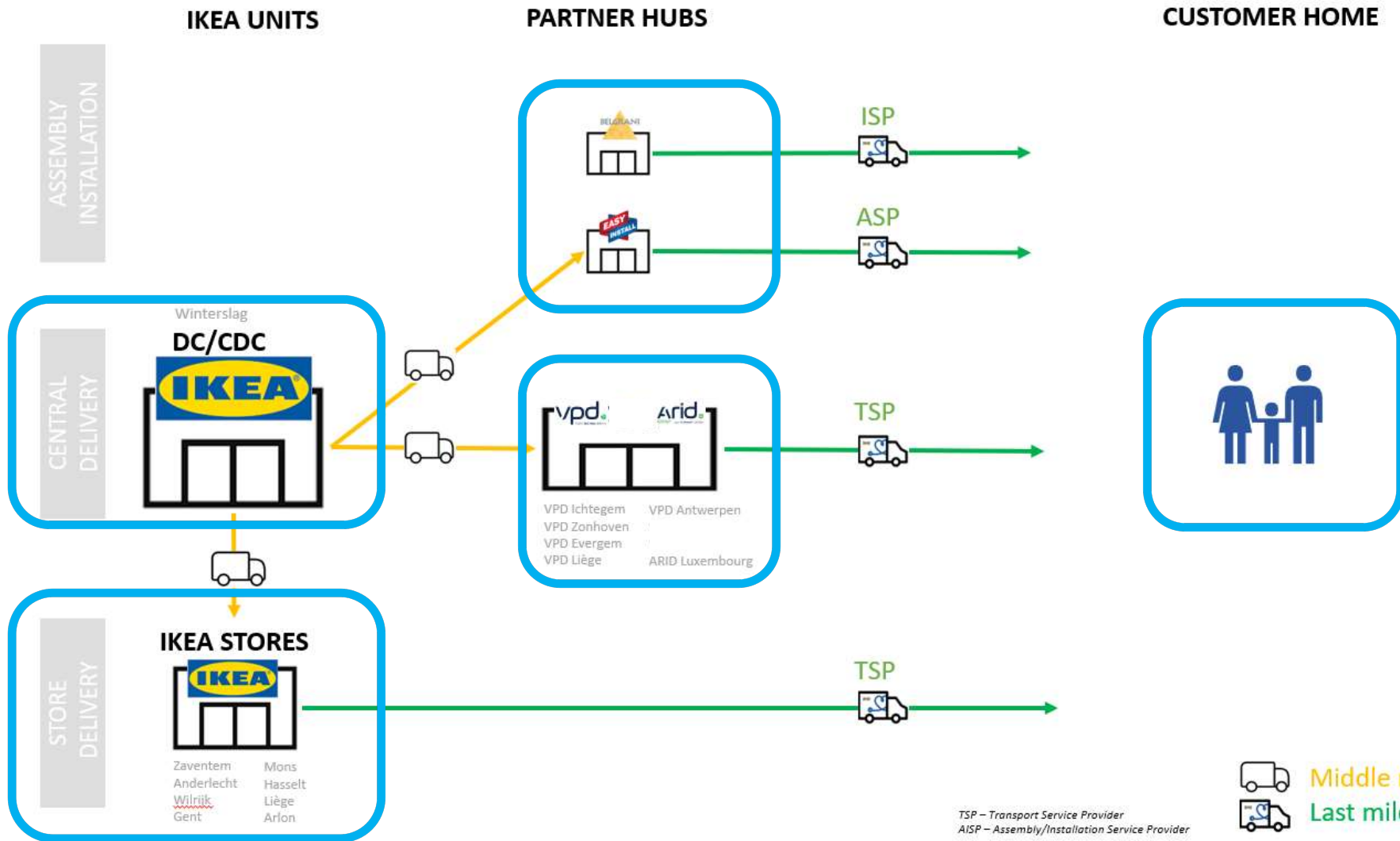


**23 months
100 weeks
706 days**

What's in scope for last-mile deliveries?

- Last-mile deliveries from store or central distribution centre (CDC) to customers
- Delivery with furniture assembly
- Delivery with kitchen installation







Challenges

technology & technology
obsolescence risk

unclear cost impact, TCO

different agenda's

limited knowledge & sharing

market regulations (city, region, country)

low supporting measurements vs investments

charging infrastructure development

It's a big change!



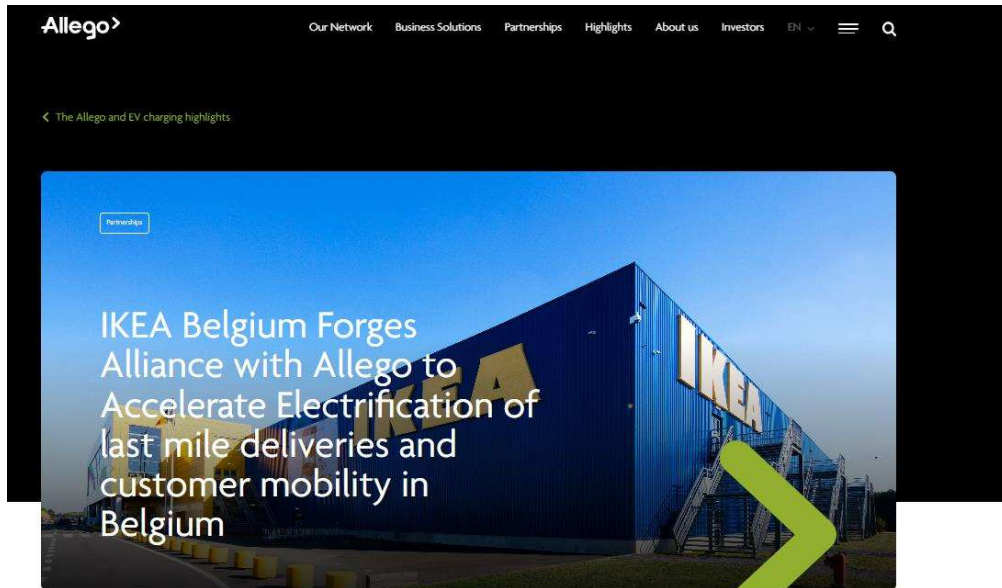
YES, and. . .

Team

A woman with long brown hair, wearing a yellow and white striped t-shirt, is standing in profile facing a large whiteboard. She is holding a red marker and has just finished writing the word "Team" in cursive on the board. The word "Team" is circled with a thick blue oval. The whiteboard is divided into two panels by a vertical line. The background is a plain, light-colored wall.

We're on the way!

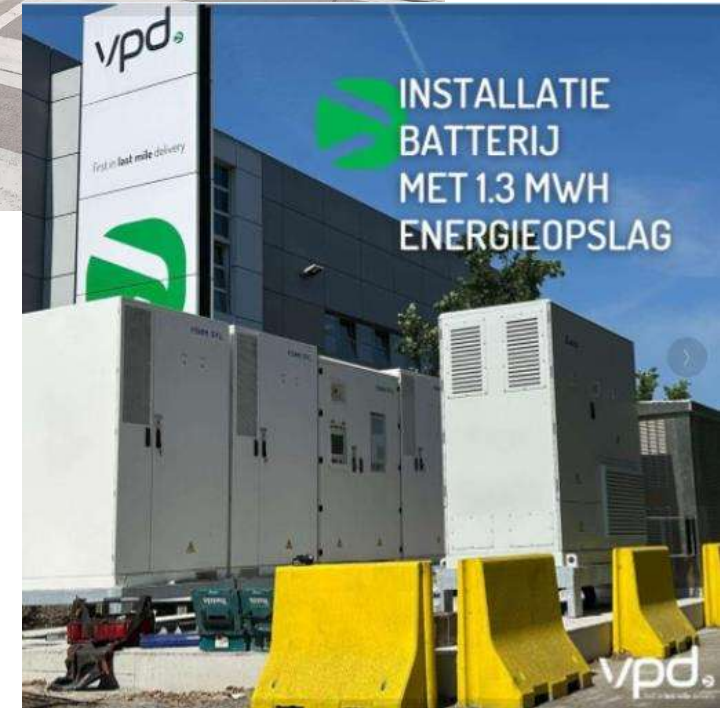
100 % ELECTRIC
HOME DELIVERY



09 May 2023

Public and commercial charging infrastructure in Belgium receives a strong boost as IKEA and Allego announce the development of extensive fast charging facilities at all 8 IKEA locations in Belgium.

The two companies are excited to join forces in this new partnership that will further accelerate the energy transition throughout the mobility value chain of





**Development
since start 2023**





7.000+

33%



Goal FY24

85%



Way forward FY24



Close the operations gap
Fleet ownership next step



Technology update
charging infrastructure +



Assembly & installation flows
Partnership +

Goal FY25

100%



**Do not wait for the perfect solution
and start implementing it today.
No solution fits all,
and it is okay to try and fail.**



We're making mobility
better **together!**

IKEA

