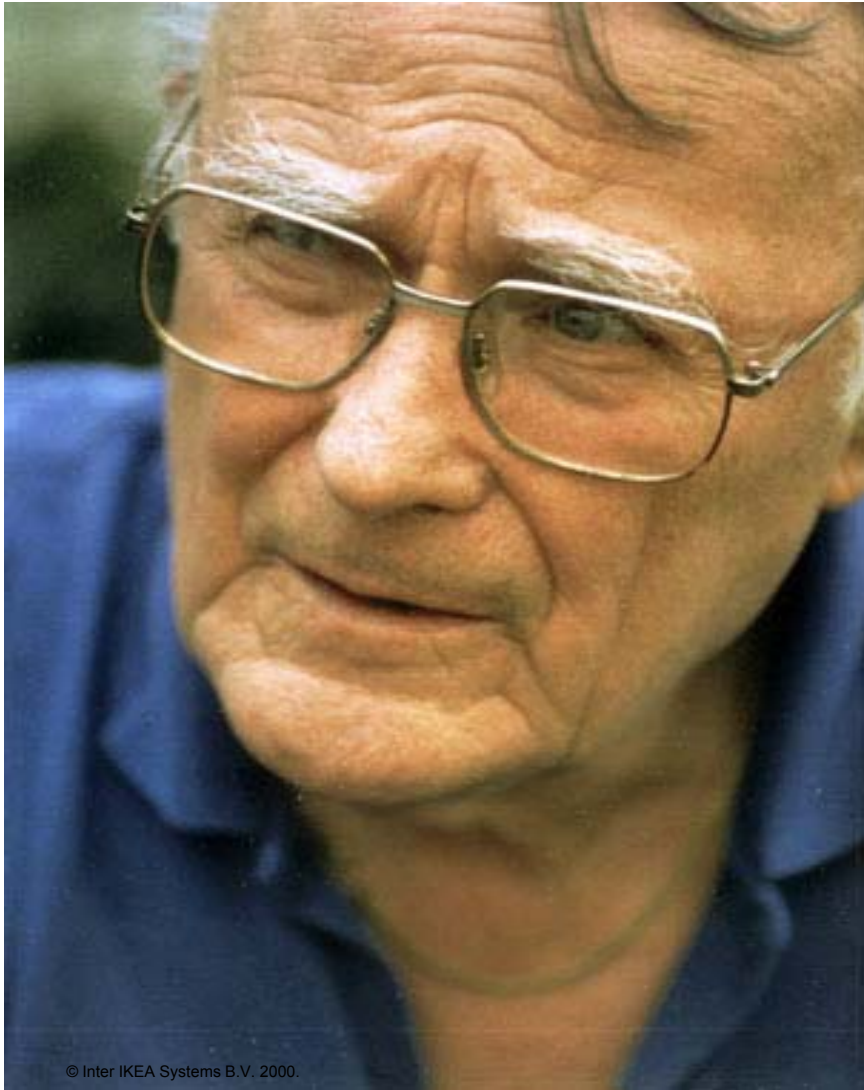


Faster Freight Cleaner Air Expo
December 8, 2004

Making Environmental Performance A Part of Your Transportation Plan

Sabina Y. Strautman
North America Transport





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Vision

1943

To create a better
everyday life for the
many people

IKEA[®]

© Inter IKEA Systems B. V. 2000



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”



Facts & Figures FY 2004:

- 84,000 co-workers
- Range: More than 10,000 articles
- Purchasing:
 - 43 Trading offices
 - 1500 suppliers in 55 countries
- Industry :
 - 32 factories in 9 countries
- Sales:
 - 365 million customers
 - 202 stores in 32 countries

Our social and environmental responsibility covers the whole IKEA supply chain



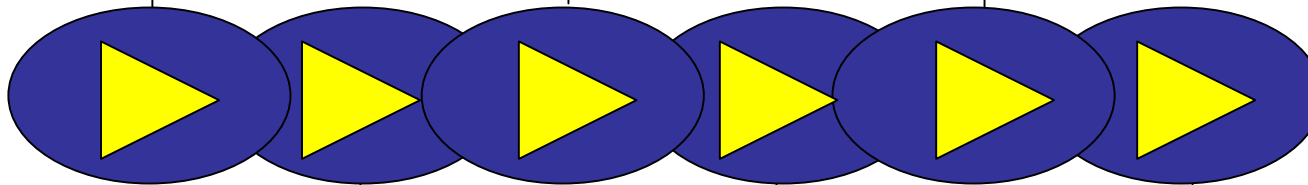
Product Development



Purchasing



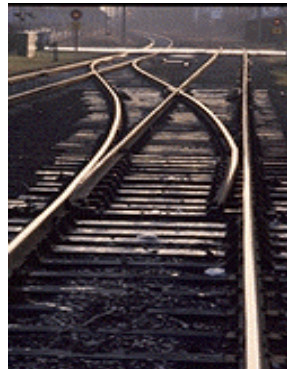
Store



Supplier



Distribution



Customer



Distribution centers all over the world



27 Regional Distribution Centers in 16 Countries

How does IKEA transport today (m³) ?

