

# Securing business relevance in a net-zero society



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**-13.6%**

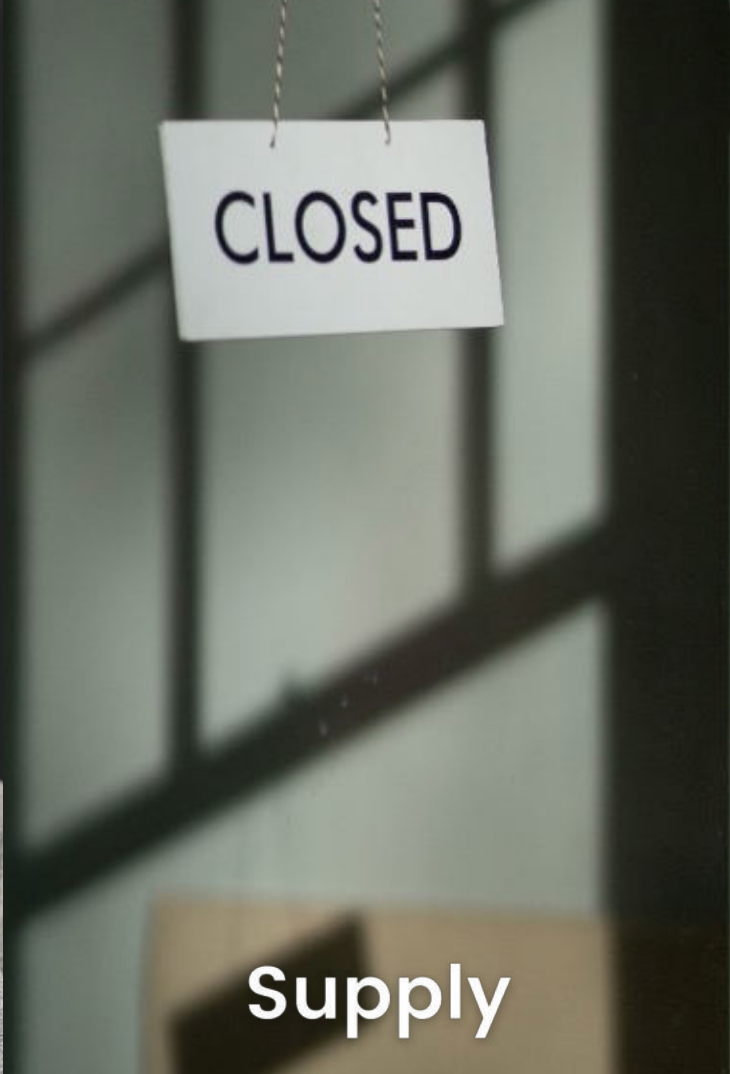
**Ingka Group GHG  
emissions reduction  
FY16-FY22**



# Business as usual?



Pandemic



Supply



Inflation



Recession & low  
demand



Geopolitics &  
war



Energy Crisis



Cost of living



Retail  
Transformation



Climate change



INGKA GROUP  
An IKEA retailer



(87%) are willing to take action to tackle climate change.



**Transforming  
operations**



**Enabling  
customers**



**Off-site  
investments**



**Advocating for  
change**

# How we measure and follow up: Our Value Creation Goals

**Better  
planet**

for All

**Better  
lives**

for People

**Better  
company**

for now and  
future  
generations

**Better  
homes**

for Customers

# Ingka Group climate footprint FY22





closing the loop



**making plant-based  
food desirable and  
accessible**



An aerial photograph of an IKEA store with a large solar panel array installed on the roof of the parking lot. The store building is blue and yellow, with the IKEA logo and Chinese characters '宜家家居' visible. The solar panels are arranged in rows, covering a significant portion of the parking area. The sky is clear and blue, and modern residential buildings are visible in the background.

making the switch to  
renewable

An aerial night view of a city skyline, likely New York City, with numerous skyscrapers illuminated by lights. The text "net-zero" is prominently displayed in the center, with "our common goal" below it.

net-zero  
our common goal

let's create a better  
future, together



# Q&A Time

Presented by  cascade

# SF23

STRATEGY FEST 2023