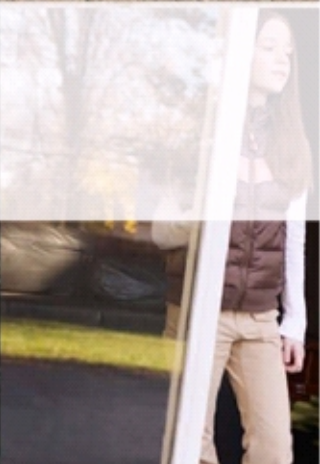




Coimbra, 14th of May 2013

Ana Teresa Fernandes  
Corporate Communication & Sustainability

# IKEA & INNOVATION





# A LIVING IKEA CONCEPT





To create a better everyday life...





© Inter IKEA Systems B.V. 2013

...for the many people.





We shall 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.





© Inter IKEA Systems B.V. 2013

It started with mail-order more than 60 years ago in the province of Småland in southern Sweden.







© Inter IKEA Systems B.V. 2013

Mail order needed a showroom to demonstrate "quality and price" in real life.





Later on... the showroom needed an invitation.





Inter IKEA Systems B.V. 2013

Soon... the showroom became a large store.





The low price was the driving force.

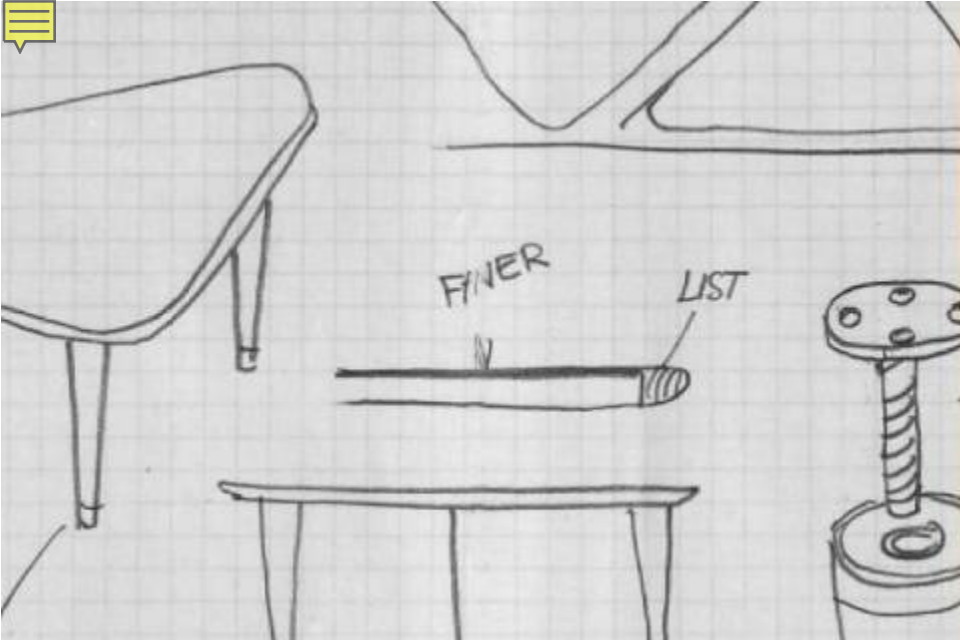
And still is!



To succeed we had to do things differently.

And we still do!





Product design was adapted to materials and production techniques.

And still is!



We packed the furniture flat to lower the cost.

And we still do!

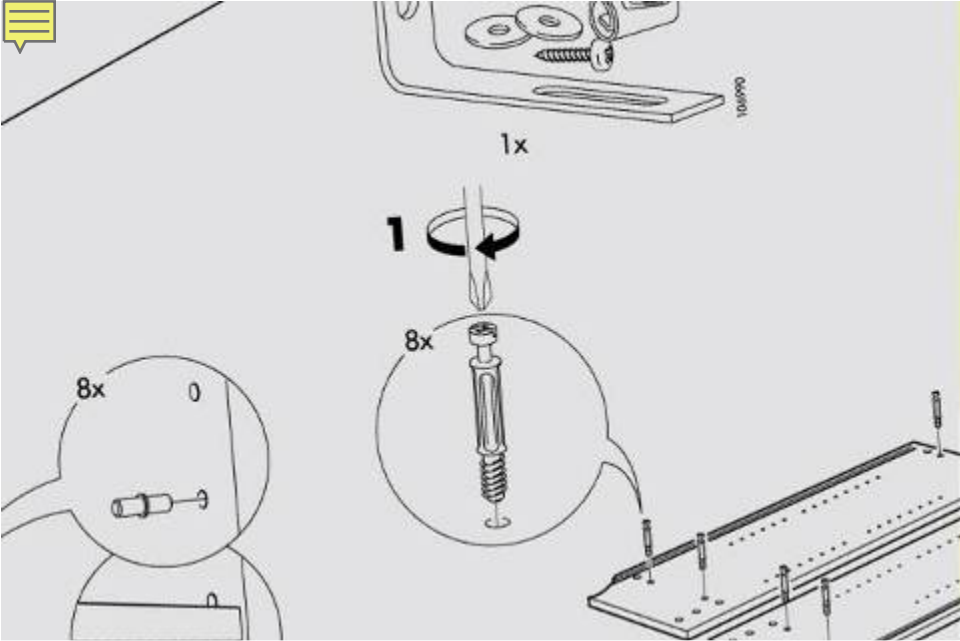




We asked the customers to help keeping prices low.  
And we still do!







© Inter IKEA Systems B.V. 2009

You do your part,  
we do our part,  
together we save money!





**SO WHAT IS OUR PASSION?**





Home furnishing is like fashion.

And that is always changing!



Getting to know how people live...





Their needs and wants.

This creates the understanding of the many peoples' life at home.



© Inter IKEA Systems B.V. 2013

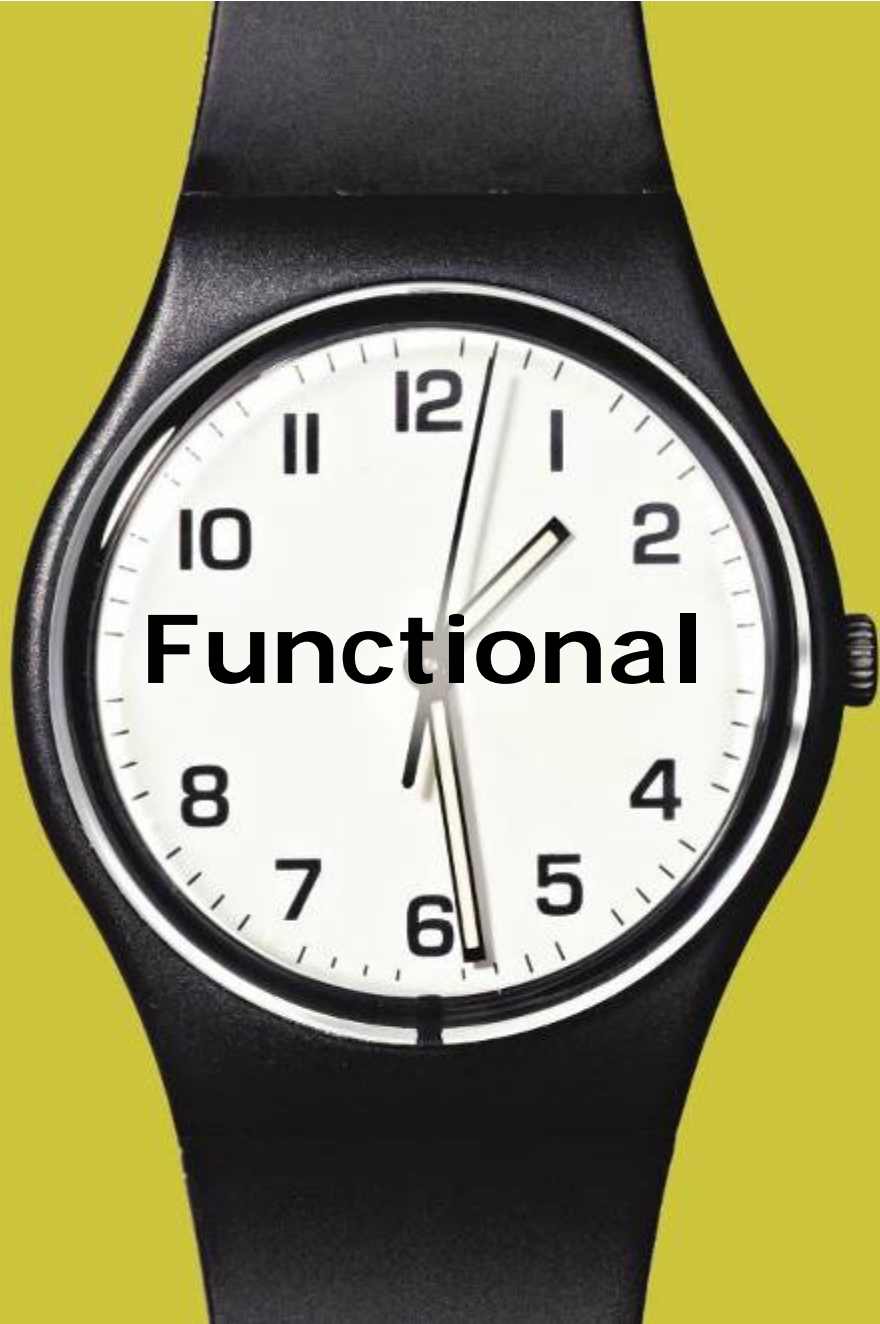
Providing functional and inspiration solutions.





**SO WHAT IS OUR WAY?**



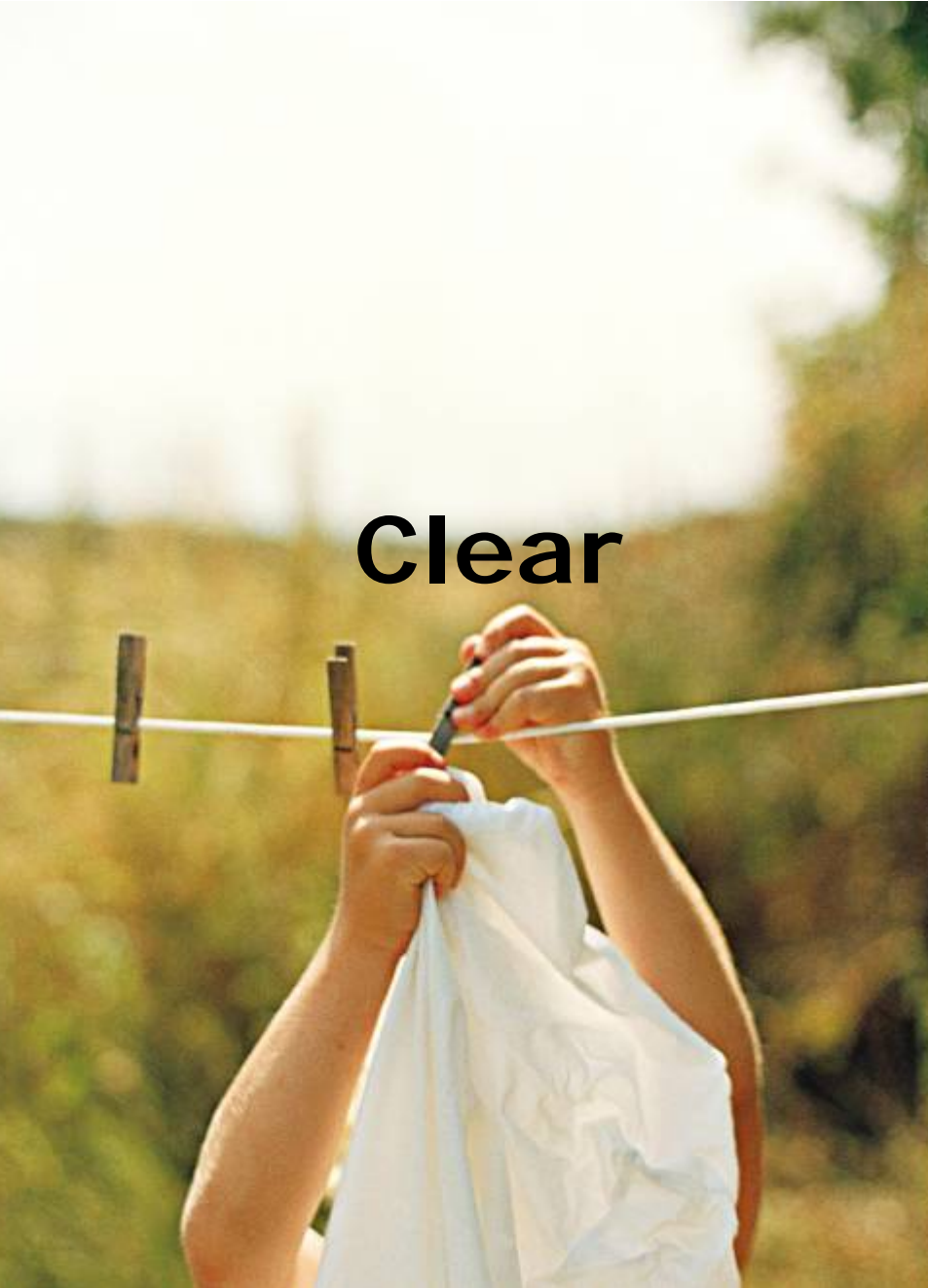


**Functional**



**Not fancy**





**Clear**



**Not complicated**



**Smart & thrifty**



**Not extravagant**



Surprising



Not expected



**Inexpensive**

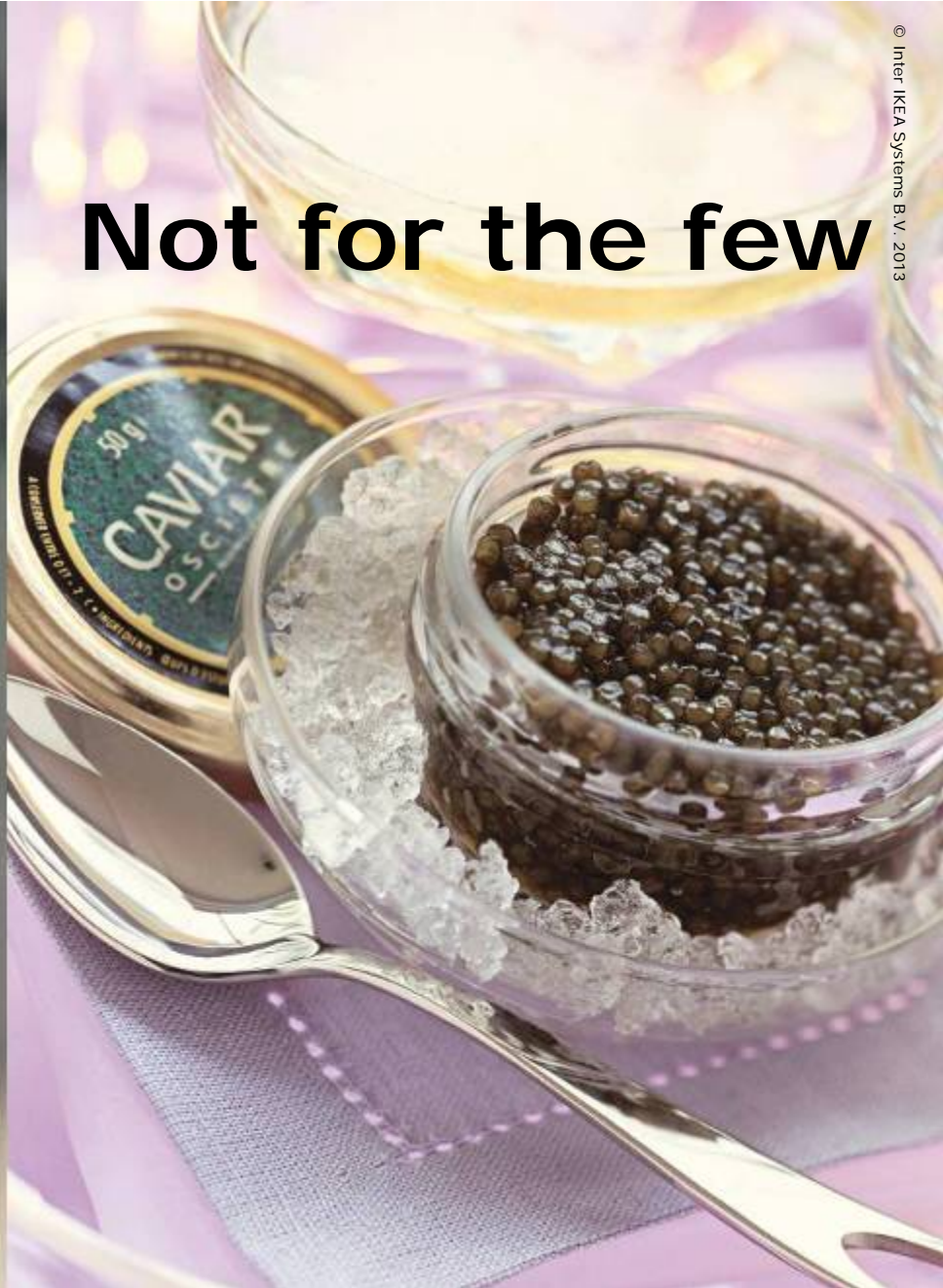


**Not expensive**

**For the many**



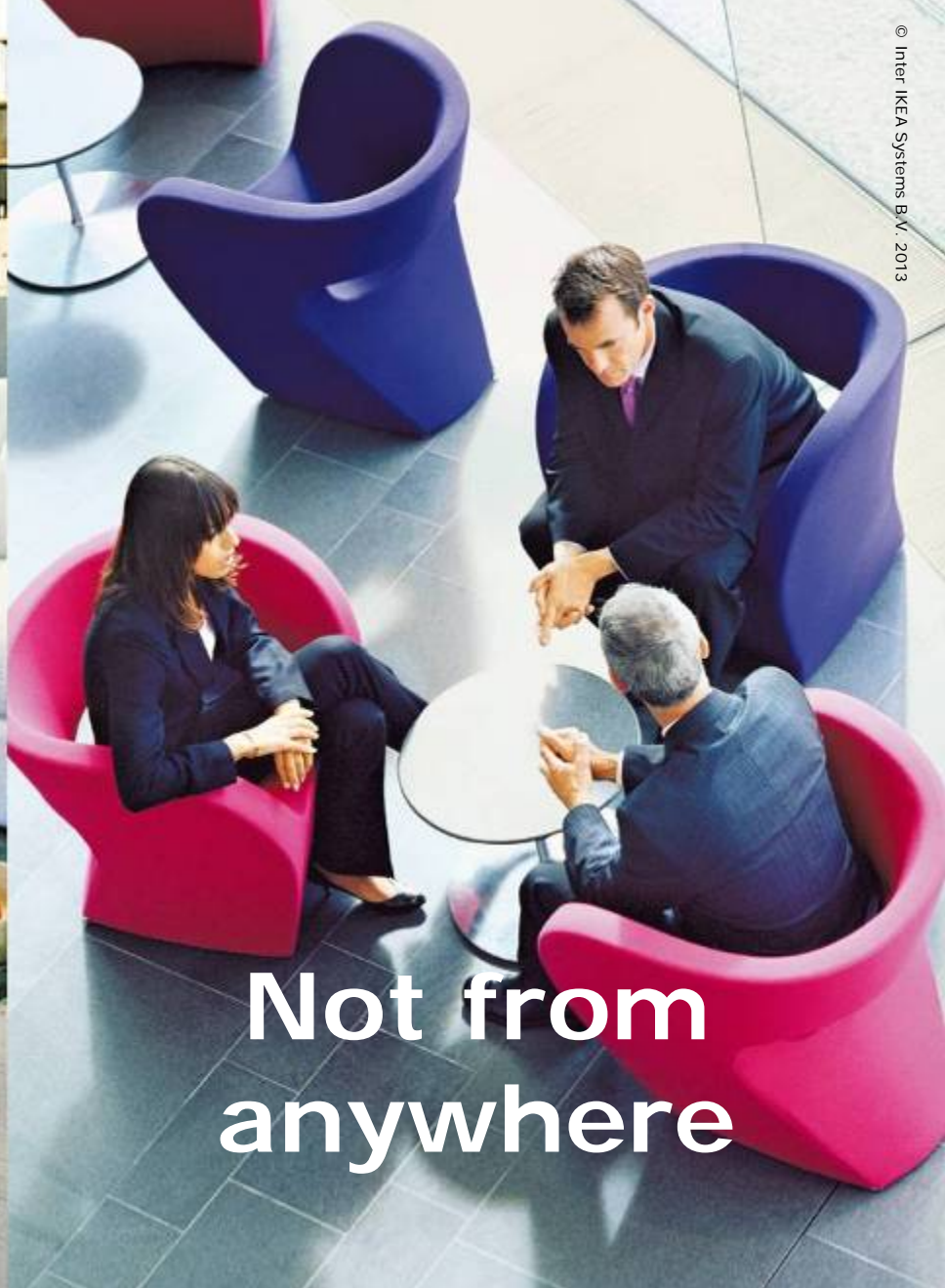
**Not for the few**



© Inter IKEA Systems B.V. 2013



Swedish



Not from  
anywhere



**SO THIS IS WHO WE ARE.**





**NOW, WHAT HAVE WE DONE IN  
PORTUGAL?**







- ✓ **3 IKEA stores:** Loures, Alfragide & Matosinhos
- ✓ **1 Trading Office**
- ✓ **1 Shopping Centre** – MAR Shopping
- ✓ **3 Swedwood factories** in Paços de Ferreira
- ✓ **PT suppliers** : ceramics, textiles, sofas, mattresses, among other
- ✓ **IKEA FAMILY members:** 600.000
- ✓ **IKEA Catalogues distributed:** 2 Million copies





## VAA / IKEA Project

- ✓ Investment: **19.5 million euros**
- ✓ Capacity: **30 million pieces/year.**
- ✓ Innovation: more sustainable “single fired” production process
- ✓ Job creation: **144 jobs** in the Aveiro region
- ✓ Production start: **spring 2014**
- ✓ Exports: **85% to 90%** of production





Obrigado.