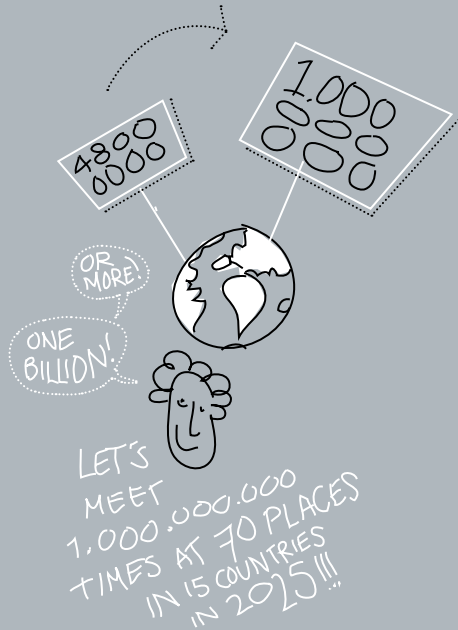


Our concept

**We're  
making  
meeting  
places.  
Together.**

**INGKA™**  
CENTRES

**We are** 3  
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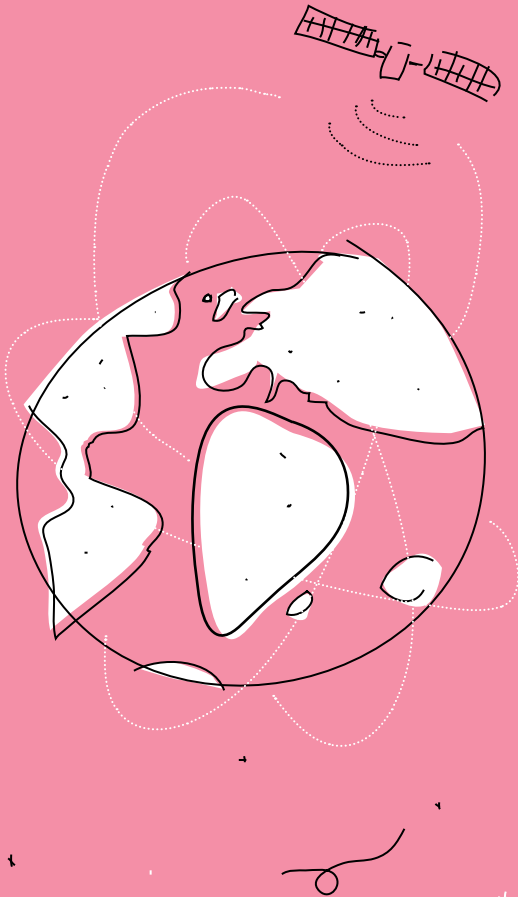
Ingka Centres has more than 40 years of experience since the first centre opened in 1973 as a supplement to the IKEA store in Sundsvall, Sweden. Ingka Centres is part of the Ingka Group. IKEA stores play an active role in each Meeting Place, both to maximise the potential and to contribute to the overall experience.

## We are

3

**Our Meeting Places are located around the world and today we welcome more than 480 million visitors each year, a number that will grow to more than one billion.**

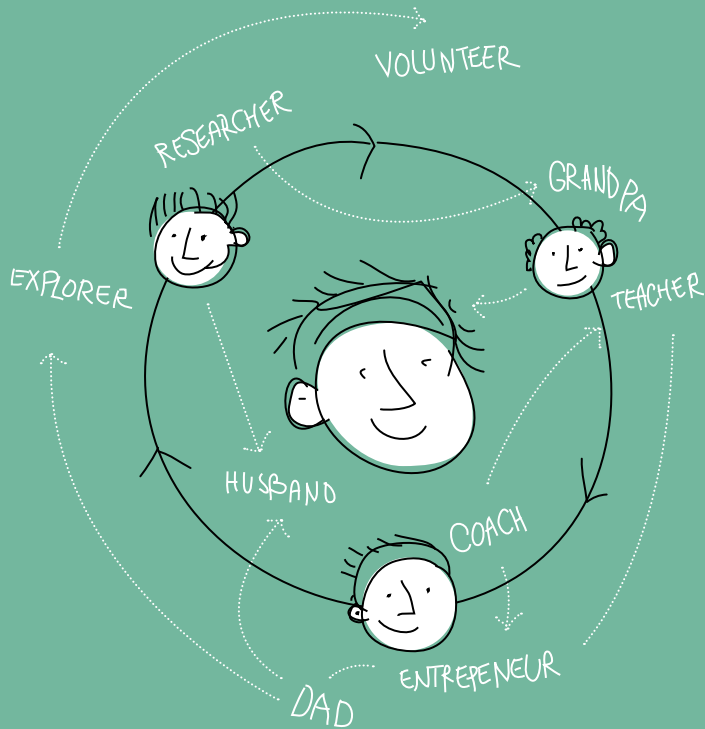
**We will grow from 45 locations in 15 countries to more than 70 Meeting Places by 2025.**



**The world is changing more rapidly than ever before.** Customers' journeys and expectations are evolving and our retail environment is continuously changing, driven by technology, urbanisation, economy and sustainability.

# The world changes

That's why at IKEA Centres we think beyond shopping and put the customer at the heart of everything we do.

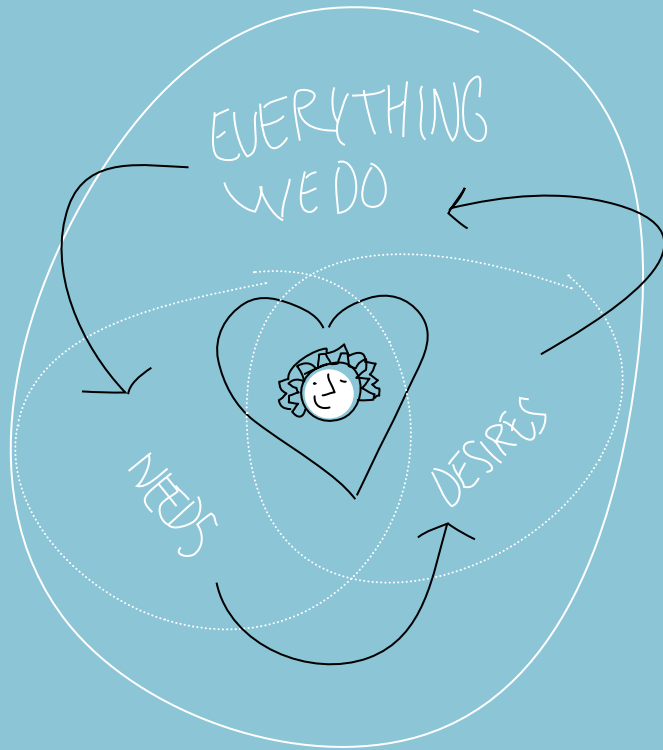


Hi. MEET  
ALL OF ME.

**To be competitive in the future we will  
get closer to our customers.**

# People change

It begins with understanding local people's needs and desires. We understand customers' constantly changing behaviours and we translate them into relevant, attractive and rewarding solutions. Anywhere and anytime. Together with our partners.



EVERYTHING  
WE DON'T DO

**"We put the customer at the heart  
of everything we do."**

## We adapt

We understand that to stay relevant and to create long-term business success in this rapidly changing world, we need to adapt. We are transforming our business from one that focuses on simply leasing out square meters to one that puts customers' needs and desires at the heart of everything we do. That serves our customers, our partners and us.



That's why we are creating Meeting Places. Places that are essential in people's everyday lives. Places where people connect, socialise, get inspired, experience new things, shop, eat and naturally feel attracted to spend time.

## We create

7

Places where people love to go, like to be and feel they belong to. Places that fulfil both emotional and functional needs.

**Meaningful places.**

OR  
HERE

OR  
HERE

HERE

IS NOT  
HERE

OR  
HERE

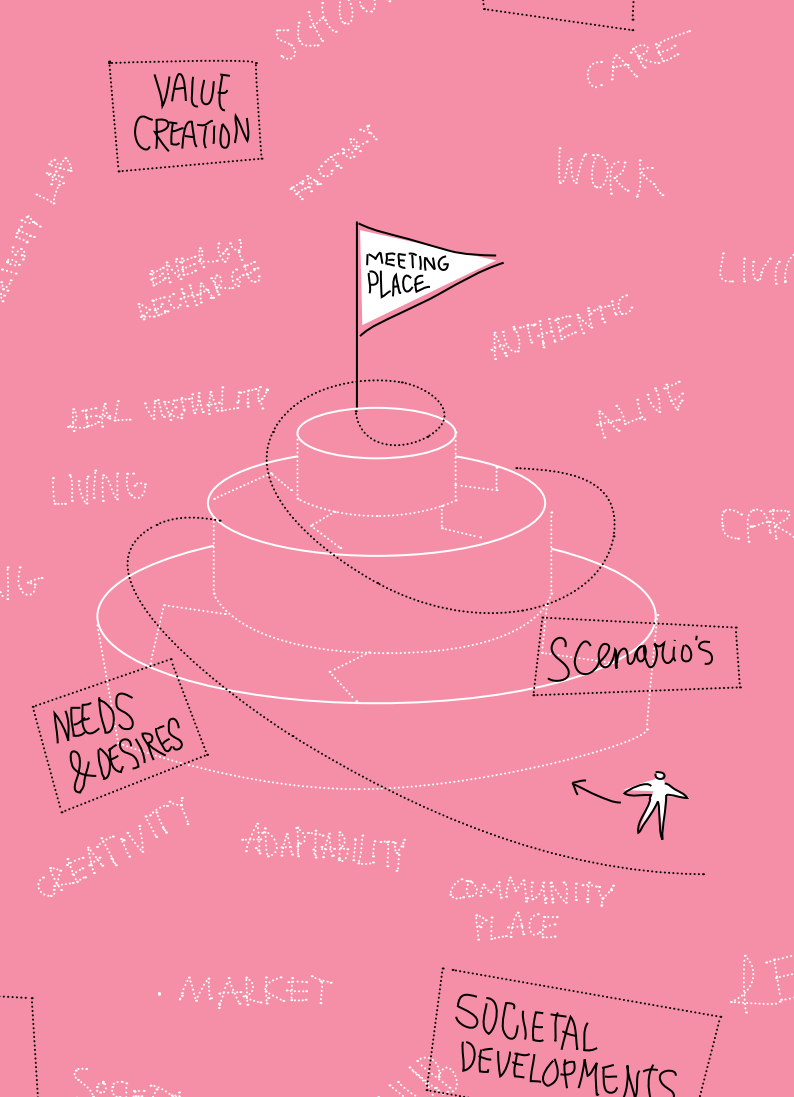
OR  
HERE

**“One size doesn’t fit all.”**

## Our beliefs

There is not one ideal solution for a Meeting Place. We believe there are many. It depends on the needs of the local people, their backgrounds and the specific characteristics of each location. Being unique and relevant to the community will mean different things in different places to different people.



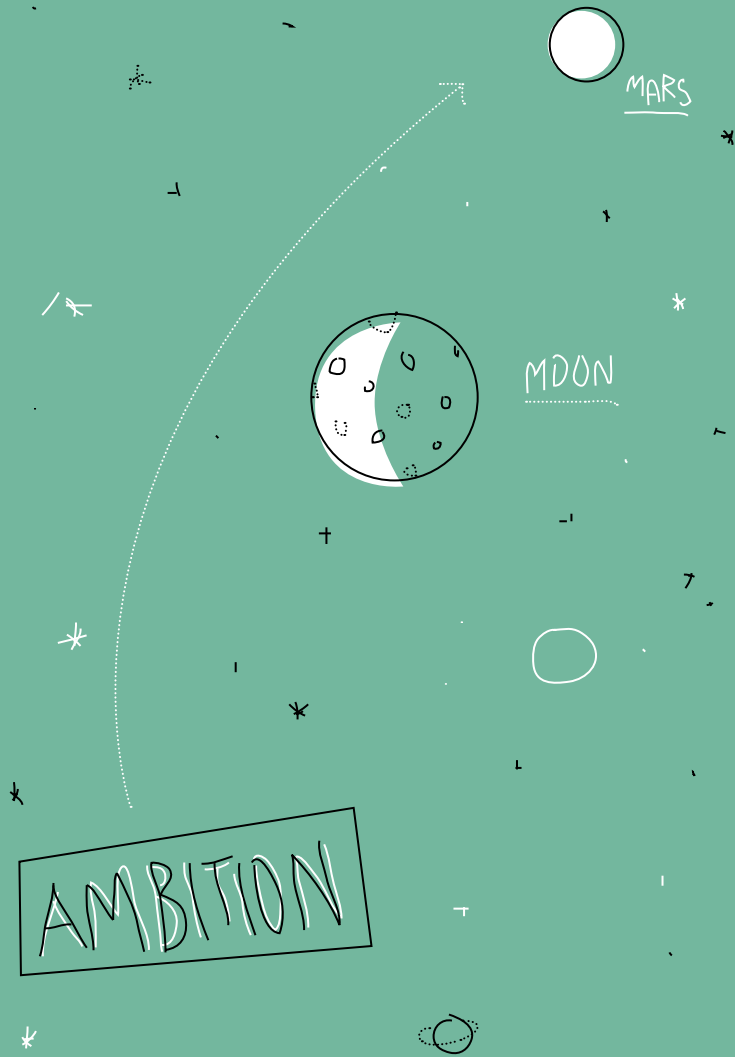


**We've developed a Meeting Place Making framework that guides our creation of unique and meaningful Meeting Places.**

We create the uniqueness of each Meeting Place by understanding and building on people's needs and desires in the local context.

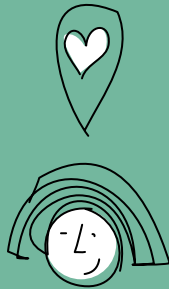
## Our framework

The framework helps us to bring each Meeting Place to life, including how it could look, how it will contribute to people's lives and how everyone will benefit from it. Our framework leads us to add value on several levels: We add value for our customers, for our co-workers and for each local community. And, of course, we add financial value for our business partners and ourselves.



# Our ambitions

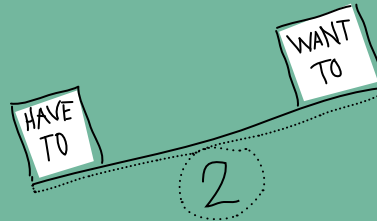
**We have one clear aim: to create great Meeting Places.** Meeting Places that are inspiring places to be and that make a positive difference to the many people and the planet, contributing to a better everyday life.



### Places where people feel a sense of belonging

A Great Meeting place is built on the concept of creating a place to belong. A place where each individual person feels welcomed, special, wants to spend time often and feels a sense of shared identity.

We see customers as co-owners. With their presence and ideas, they transform our centres into their Meeting Places.



### Places where people are inspired to be empowered

In the fast-paced, hectic life that people live today, our Meeting Places contribute to re-balancing daily routine with moments to break-out. Meeting Places that touch all the senses, in addition to offering excellent shopping. While we facilitate daily routines, we add space in people's lives to inspire them and empower them to see, meet and do new things.



### Places where people find self-reward

The more people give to themselves, the more they can ask for themselves. Our Meeting Places give people new ways to indulge themselves with fun, experiences, food and products. It boosts personal energy and delivers instant happiness.



TOMORROW'S  
TOMORROW

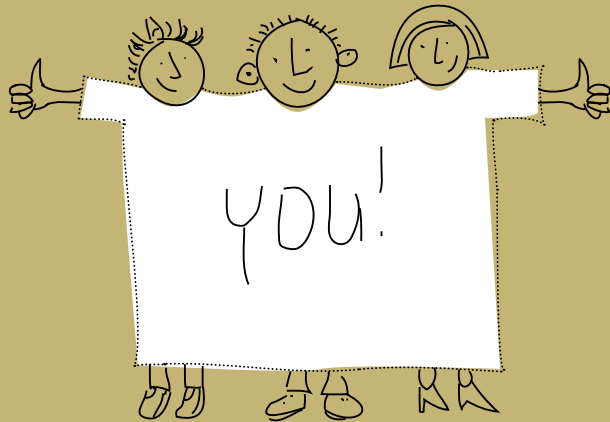
TOMORROW

TODAY

Creating sustainable, true value is multi-dimensional. That is why Meeting Places demand a broader scope for value than the present way of measuring business success. In addition to financial performance, we believe it is necessary to look at long-term value creation. Not only to create value for our own business, but also to create value for the environment of the Meeting Place.

**We create  
value**

**Our philosophy has inspired us to create an innovative, well-balanced and sustainable business navigation tool.**



**We truly believe that we grow better together.** Our humanistic approach and our deep belief in people will create new, meaningful and empowering Meeting Places. We are part of each local community where we operate and we build strong, loyal, long-lasting relationships that touch people's hearts and exceed their expectations.

## Our approach

We will create new local partnerships with the community, partners, tenants, co-workers and, last but not least, our customers. We believe in engaging everyone in the process because we grow better together!



# We invite you

**This is your open invitation.** Do you share our dream? Do you share our thoughts and our ambition to create value on many levels, while also reaching our goals? We welcome you, your thoughts and your energy.



HOW ARE YOU?

WELCOME TOO WELCOME

THIS IS AMAZING!

better everyday life

ME LIFE WORK YOU MEETING PEOPLE IS EASY

MEET NEW PEOPLE

BEST MEETING PLACE ARCHITECTURE

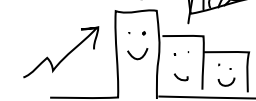
Meet other WORLDS

EVERY DAY

meet my friends



IDEAS SELFIE



YUM MEET MEET FOOD

meet MUSIC

MEET The Sun

FUN HAHA!

MEET EXPERIENCES

EVENTS

MEET YOUR GOALS

15

MEET BUSINESS

GREAT PLACE

MEET NEW TECH

my ESCAPE

GROW TOGETHER

MEET EXPECTATIONS



WE CREATE VALUE

MEETING SPACE

MEET CALMNESS

HAVE A BALL

PRIVET! SALAM! HOI! KONNICHIWA! HI ALO! HELLO! HOLA! NI HAO!

HELLO!

Meet Culture

MEET DAILY NEEDS

WEDNESDAY-THURSDAY-FRIDAY-SATURDAY-Sunday-Holiday

LET'S MEET DANCE!

LIKE!

DATA

