

[REDACTED]

From: [REDACTED]@ingka.ikea.com>
Sent: dimanche 19 avril 2020 21:55
To: [REDACTED]; [REDACTED] (GROW)
Cc: [REDACTED] (GROW); [REDACTED] (GROW); [REDACTED] (GROW);
Subject: RE: Invitation to a virtual meeting with Commissioner Thierry Breton -
Tuesday 21 April at 14:00

Dear [REDACTED],

Apologies for the late response, below key points on your questions.

We understand it will not be possible to listen in as it is hard to do follow up without having the full content, please just know that we will be happy to provide any additional information, do not hesitate to get back to me after the call.

Best regards,

[REDACTED]

Impact on your business

The impact of the crisis is different in each market as both spread of disease and measures that have been taken are specific to each country. We have taken unilateral decisions to close stores ahead of government request like in UK and US. For several weeks we have closed 350 of 420 stores.

We were able to offer online in most countries but we had to adapt to country specifics. In some we were only able to sell part of the range as deliveries with 2 people are not allowed. We have open up drive through click and collect very successfully in Germany and we would like this to be an option for more countries as the economy opens up

Urgent problems we face as exit plans are being drawn is competition as some DIY retailers will be granted the possibility to open ahead of IKEA.

China is fully open now, we see Austria, Denmark and the Netherlands with the closest opening plans.

Assessment of measures :

Short-term

We have received support in some countries mostly as regards technical unemployment. Our aim is to protect employment in the long term so ensuring liquidity in the short term is important. everything we do, we do to ensure we can continue to keep as many people employed across our value chain for as long as possible and to continue to make people's lives at home better.

We see the need to coordinate exit plans as the president mentioned during the press conference on the exit strategy, It is important to avoid people shopping cross borders. Sectors need to open in a coordinated and fair way.

Recovery Strategy /Long-term

We will continue to transform our digital offer to ensure that even post-covid19 customers can access us wherever they are whenever they want. This means re-skilling our co-workers and fast track our digitalisation plans. The Commission proposals on digitalisation will become also more relevant than ever.

In the short term we also think customers will be nervous, even when things open (we see this in China). We need to reassure them that we are doing all we can to run safe businesses.

As our business has always strived for sustainability we will continue to push for this agenda that might lose pace. We are confident that the economic recovery and the green economy goes hand in hand and we will remain committed to this.

[REDACTED]
Group Communication, Ingka Group

IKEA Service Centre SA/NV

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TVA No: [REDACTED] - Registered office: Brussels
EU Interest Representative Register ID number [REDACTED]

P It's no email if you print it...

One page: 260 ml water, 50 Wh Electricity, 10 gr CO₂ and 10 gr Wood

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From: [REDACTED]
Sent: Sunday, 19 April 2020 20:39
To: [REDACTED]@ec.europa.eu
Cc: [REDACTED]@ec.europa.eu; [REDACTED]@ec.europa.eu; [REDACTED]@ec.europa.eu;
[REDACTED]; [REDACTED]
Subject: RE: Invitation to a virtual meeting with Commissioner Thierry Breton - Tuesday 21 April at 14:00

Dear [REDACTED],

Thank you – the approach is understood and respected of course.

Unfortunately we could not meet your request for bullet points on Friday but please know my colleagues [REDACTED] and/or [REDACTED] in cc here will do their utmost to send something through ahead of the meeting.

Best wishes,

[REDACTED], Ingka Group (IKEA)

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Registered Office: Leiden

From: [REDACTED]@ec.europa.eu [REDACTED]@ec.europa.eu>

Sent: Friday, April 17, 2020 5:29 PM

To: [REDACTED]@ingka.ikea.com>

Cc: [REDACTED]@ec.europa.eu; [REDACTED]@ec.europa.eu; [REDACTED]@ec.europa.eu

Subject: RE: Invitation to a virtual meeting with Commissioner Thierry Breton - Tuesday 21 April at 14:00

Dear [REDACTED],

The group will be limited to these (external) participants. There will also be several people from the Commission in listening capacity (the Cabinet members and Commission officials responsible for retail). Unfortunately there is no possibility to accommodate additional participants.

I take this opportunity to ask you if it would be possible to receive still today a short position of IKEA with respect to the questions in my previous e-mail?

Several bullet points will suffice.

I understand Eurocommerce has already been in touch with your office about it.

Many thanks in advance

Best regards

[REDACTED]

From: [REDACTED] <[REDACTED]@ingka.ikea.com>

Sent: Friday, April 17, 2020 5:14 PM

To: [REDACTED] (GROW) [REDACTED] <[\[REDACTED\]@ec.europa.eu](mailto:[REDACTED]@ec.europa.eu)>
Cc: [REDACTED] (GROW) [REDACTED] <[\[REDACTED\]@ec.europa.eu](mailto:[REDACTED]@ec.europa.eu)>; [REDACTED] (GROW) [REDACTED] <[\[REDACTED\]@ec.europa.eu](mailto:[REDACTED]@ec.europa.eu)>; [REDACTED] (GROW) [REDACTED] <[\[REDACTED\]@ec.europa.eu](mailto:[REDACTED]@ec.europa.eu)>

Subject: RE: Invitation to a virtual meeting with Commissioner Thierry Breton - Tuesday 21 April at 14:00

Dear [REDACTED],

Thank you very much, this is helpful and much appreciated.

Two follow-on questions, if I may;

- Will the group be limited to these participants or are you expecting any additions?
- Would it be possible for Ms. [REDACTED], our [REDACTED] to join the call in a listening capacity?

Best wishes,

[REDACTED]

[REDACTED], Ingka Group (IKEA)

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Sent: Friday, April 17, 2020 4:47 PM

To: [REDACTED] <[\[REDACTED\]@ingka.ikea.com](mailto:[REDACTED]@ingka.ikea.com)>

Cc: [REDACTED] <[\[REDACTED\]@ec.europa.eu](mailto:[REDACTED]@ec.europa.eu)>; [REDACTED] <[\[REDACTED\]@ec.europa.eu](mailto:[REDACTED]@ec.europa.eu)>; [REDACTED] <[\[REDACTED\]@ec.europa.eu](mailto:[REDACTED]@ec.europa.eu)>

Subject: RE: Invitation to a virtual meeting with Commissioner Thierry Breton - Tuesday 21 April at 14:00

Dear Ms [REDACTED],

Please find below the agenda for the video conference with Commissioner Breton as well as the questions to participants.

Each participant will be asked to answer these questions in a +/- 5-minute intervention, highlighting the main issues his company is facing right now, the need of support measures and the outlooks for the recovery phase from the current crisis.

Agenda:

1. Initial remarks by Commissioner Thierry Breton
2. Introduction: [REDACTED], Eurocommerce and [REDACTED] Independent Retail Europe and REWE Group
3. Retail sector situation and outlook:
 - o Mr [REDACTED], [REDACTED] of Decathlon
 - o Mr [REDACTED], [REDACTED] of INGKA Group (IKEA)
 - o Mr [REDACTED], [REDACTED] of Euronics
4. Shopping centres perspective:
 - o Mr R [REDACTED], [REDACTED] of Gemini Holding
5. Discussion
6. Wrap-up & next steps

Questions:

Impact on your business:

- How are your different business models impacted by the crisis? Have you been able to carry on with your business? If yes, what kind of organisational changes or additional costs did it require?
- What are the most urgent problems you have to face today?
- What are the outlooks for your business in the coming months (the exit phase)?

Assessment of measures :

Short-term

- In addition to the horizontal support measures put forward by the Commission and Member States, are there any additional, immediate support measures needed for the sectors?
- What are your needs in terms of financial support? Have you received support by national governments?
- Do you see a need for further national policy coordination and in which direction?

Recovery Strategy /Long-term

- How will your sector change/adapt after the crisis?
- What kind of measures do you consider necessary to relaunch the provision of services and consumer demand once the health pandemic is over?
- What kind of (medium and long-term) changes in consumer habits do you expect (e.g. e-commerce)?
- What kind of ecosystem could be built to help the EU retail sector's competitiveness?

The Commissioner appreciates very much the availability of [REDACTED] and is looking forward to discussing with him.

Best regards,

[REDACTED]
Policy Officer



European Commission

DG for Internal Market, Industry, Entrepreneurship and SMEs
Retail and Online Services Unit (GROW E4)

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https://ec.europa.eu/growth/single-market/services/retail_en

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position of the European Commission.

