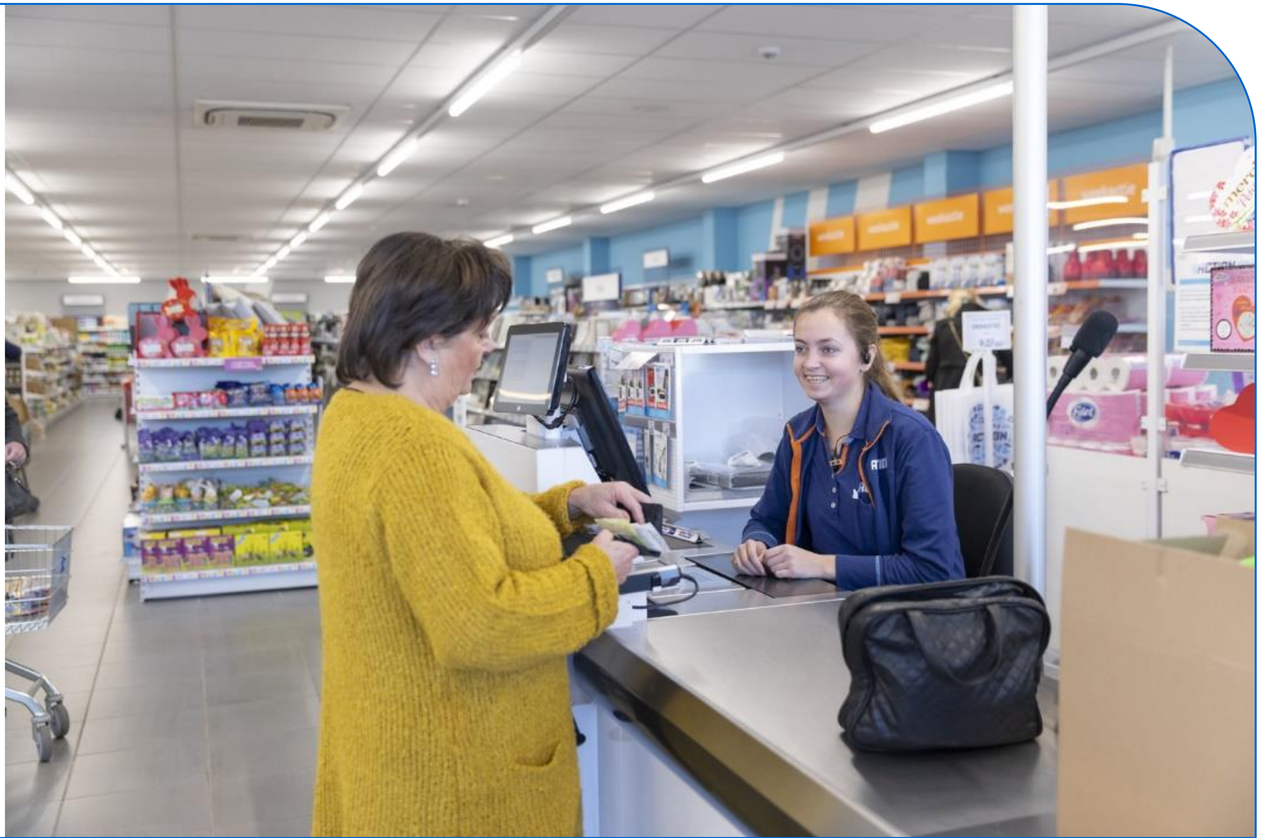
3i Capital Markets Seminar

18 March 2021



Action story enhanced by 2020 performance

✓ Discount retail sector has proven resilient during the pandemic

- Increasing customer acceptance of discount retailing
- Evergreen attraction of low price focused SKU model

✓ Customer value proposition has strengthened

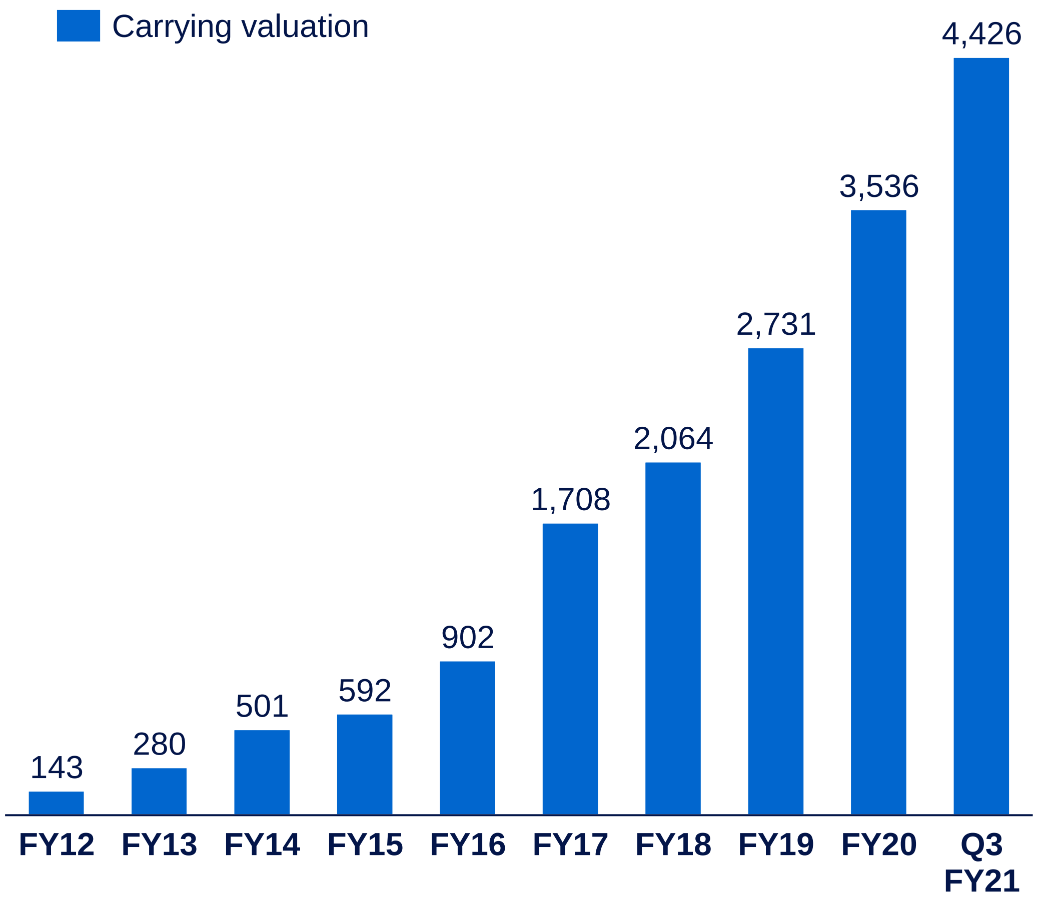
- Core essentials range underpins Action's importance in customers' day to day lives
- Maintenance of high sales volumes and superior sales densities
- ASR and digital journey accretive to proposition

✓ Outstanding depth of performance across geographies

- Successful scaling of Germany and Poland complements continued strength in Netherlands and France
- White space opportunity remains significant

✓ Conviction in enduring compounding benefit to 3i

Action – 3i carrying value, £m[1]



(1) 3i financial years

Submitting questions

Click here

Today's presenters

Sander van der Laan

Chief Executive Officer

- Joined in October 2015
- 30 years of Consumer & Retail experience
- Various positions at Ahold (1998 – 2015)
  - CEO Albert Heijn (2011 – 2015)
  - COO Ahold Europe
  - General Manager Albert Heijn
  - CEO Giant Food Stores (Ahold USA)
  - EVP Marketing & Merchandising Albert Heijn
  - General Manager Gall & Gall

Joost Sliepenbeek

Chief Financial Officer

- Joined in November 2018
- 20 years of Consumer & Retail experience
- 33 years experience in finance, 21 years as CFO
  - CFO Vion (2015 – 2018)
  - CFO Van Gansewinkel (2013 – 2015)
  - CFO C1000 (2009 – 2012)
  - CFO HEMA (2007 – 2009)
  - CFO Albert Heijn (1999 – 2003)
  - Various positions at Ahold (1994 – 2007)

Agenda

1. Introduction	Simon Borrows
2. Business performance 2020	Sander van der Laan
3. Strategy update	Sander van der Laan
4. Financial performance 2020	Joost Sliepenbeek
5. Trading update	Sander van der Laan
6. Wrap Up	Simon Borrows

Despite the pandemic, 2020 was another year of strong performance and continued investment for the future

€5,569	(1.4)%	€609	164	76%
Million net sales +8.9%	Like-for-like sales +10.4% normalised	Million Operating EBITDA1) +12.4%	New stores opened	Cash conversion1)

Significant growth and investment in future achieved despite disruption from the pandemic

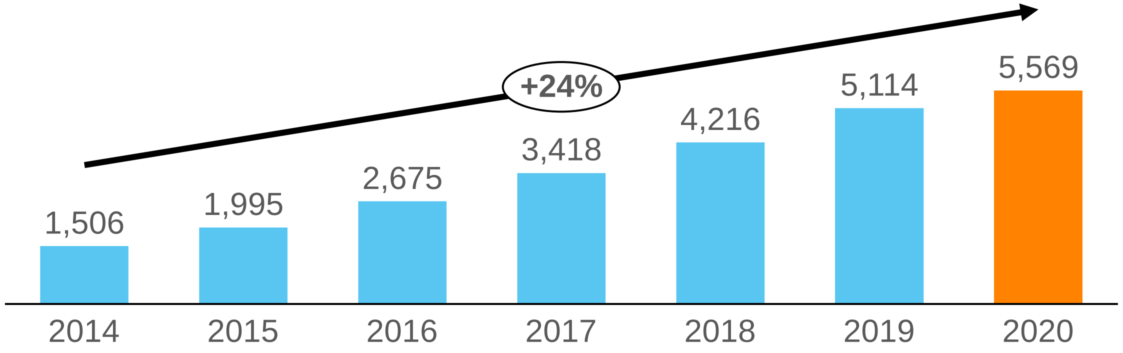
Note: all 2020 figures based on 52 weeks unless explicitly referenced to 53 weeks financials

1) Excluding CAPEX for new DCs

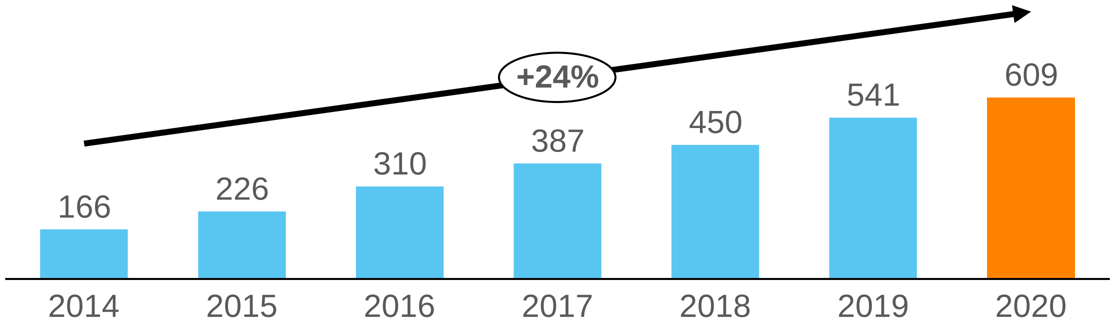
Our high growth track record continues

ACTION

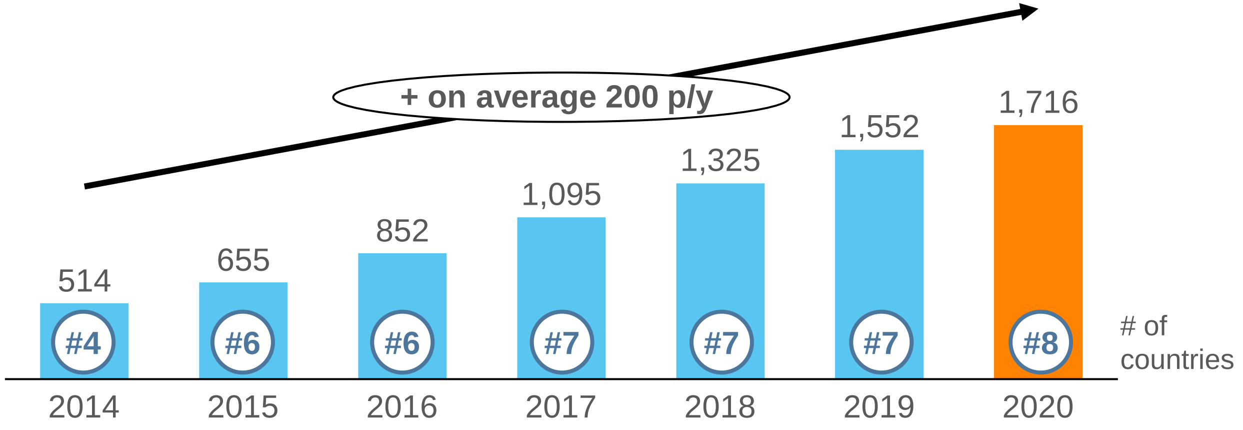
Net sales (€m)



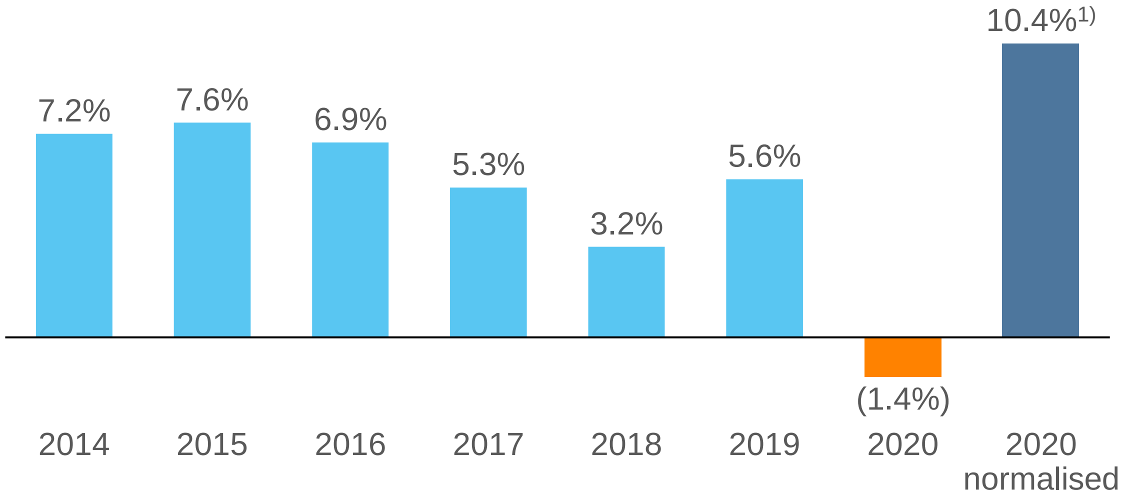
Operating EBITDA (€m)



Store expansion (numbers) & # countries

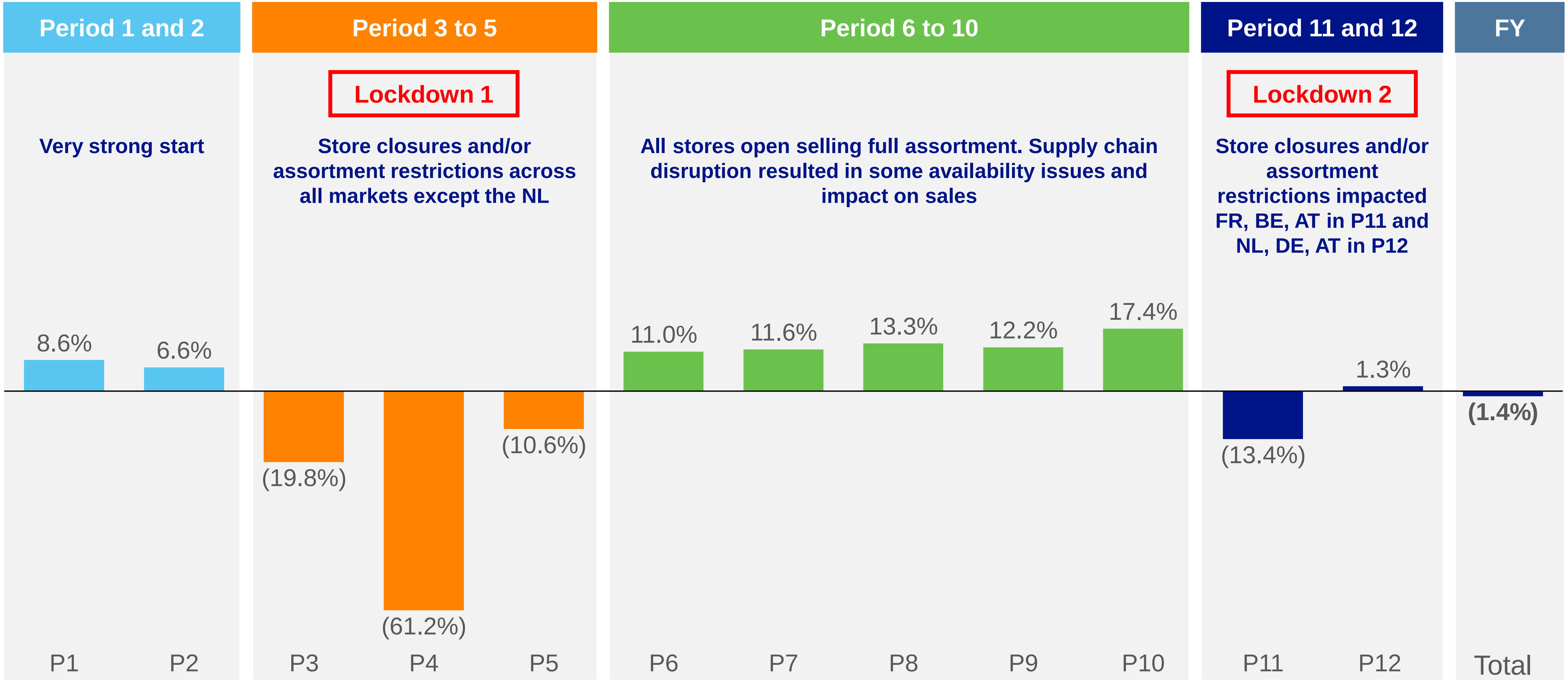


LfL sales growth (%)



1) Weeks 12 to 22 and weeks 44 to 52 normalised. Please see slide 51 and 52 for further details

LfL throughout 2020 – strong underlying performance



Covid-19 dominated the year
First priority: safety of our customers and employees

- Implemented door policy to control customer inflow
- Additional store labour and cleaning costs
- Strict protocols and measures in place (screens, face masks, safety vests, sprays, hand gels etc.)
- Working from home policy in place for all offices
- Only essential travel allowed

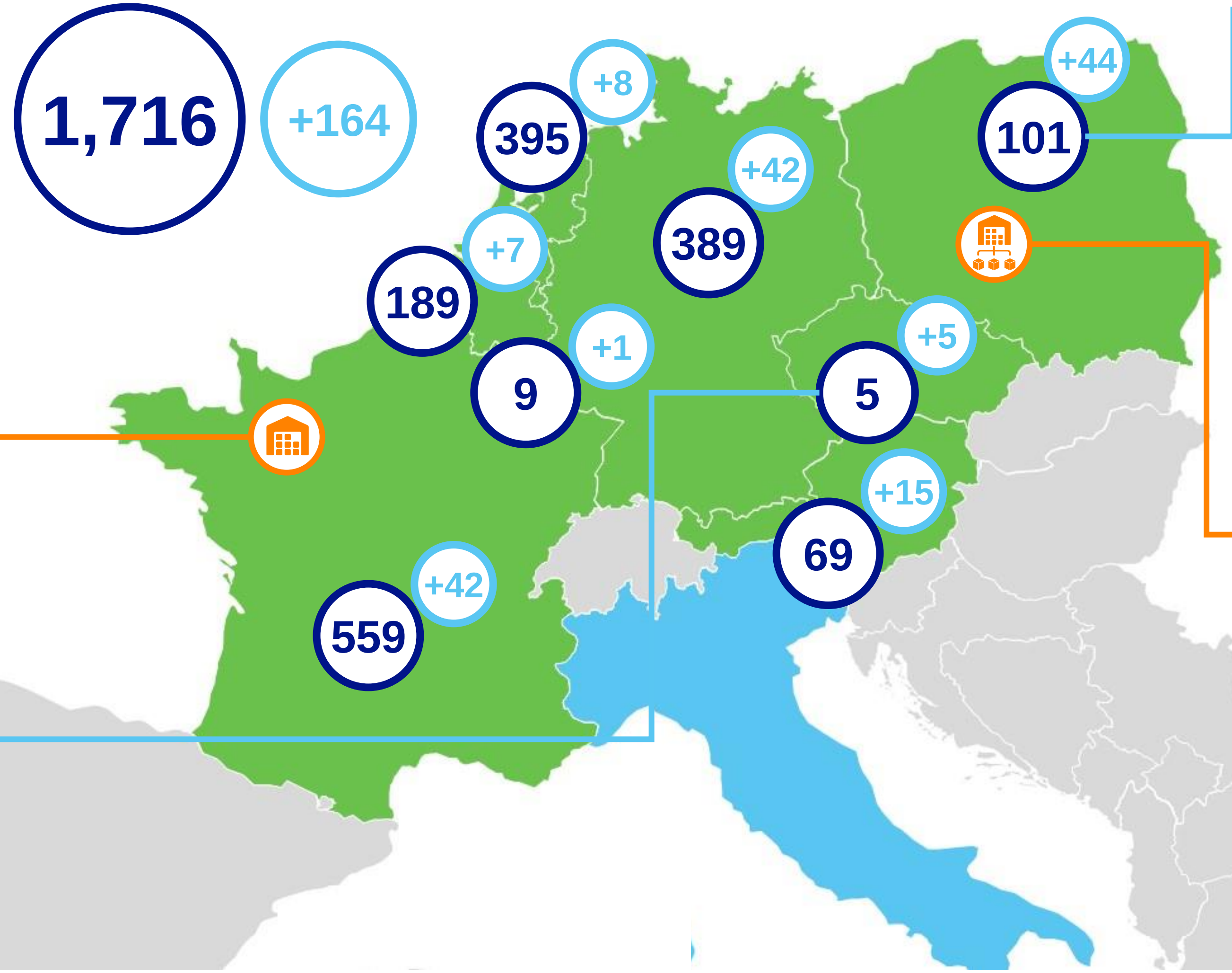
Covid-19 interrupted our operations, however business plan not at risk

- Scaling down supply chain temporarily interrupted service levels and product availability
- Store expansion and new countries slowed down in first half
- Strong focus on cash management
- Financial performance remained strong
- 2023 business plan not at risk

In 2020 we successfully opened 164 new stores, entered the Czech Republic and added a new DC and a new hub

Opened 9th DC in Verrières, France

Entered the Czech Republic in Q3



Opened 100th store in Poland

Started operations in 2nd hub in Wrocław

xx # of stores 2020 xx New stores opened in 2020

Strengthened our unique customer proposition

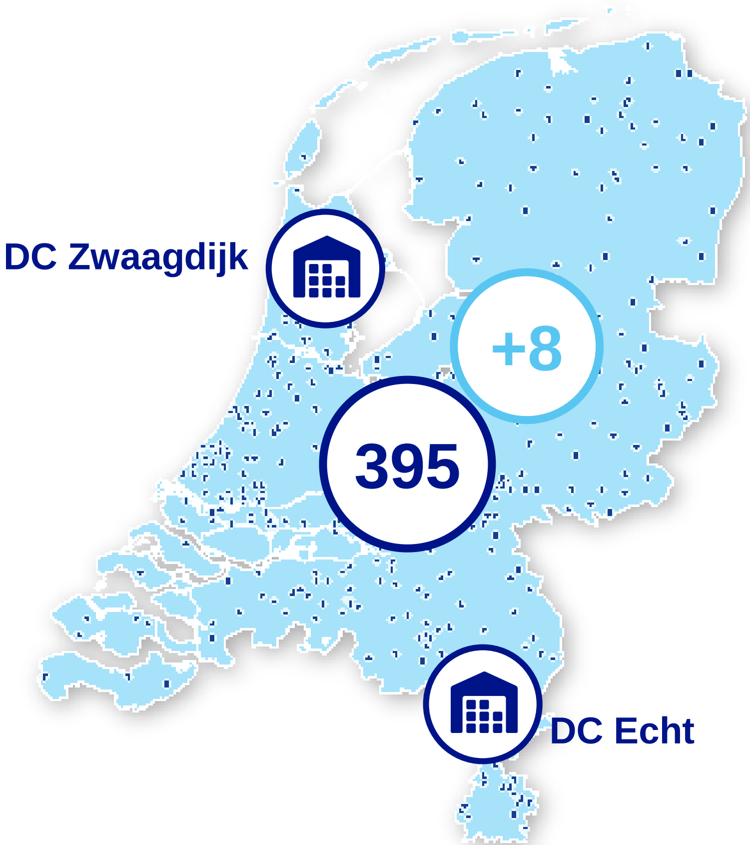
Extra large store pilot in Paris Genevieve des Bois

- Same articles, same prices and same promotions
- Larger floor plan of 1,600m^2
- Top sales per week ~€400k

Self check-outs well received in NL and BE

- ~50% of transactions shift to self check-out in first 4 weeks
- Further improvement in the store operating model

Very strong performance in the Netherlands



xx # of stores 2020   xx New stores opened in 2020

- Strong LfL P1-P11 of 8.4% (lockdown in second half P12)
- Strong brand with 97% awareness and 64% penetration[1)]
- Upgraded store network
  - → 8 new stores added
  - → 28 refurbishments
  - → 5 enlargements
  - → 8 relocations
- Total of 107 stores with self-check outs

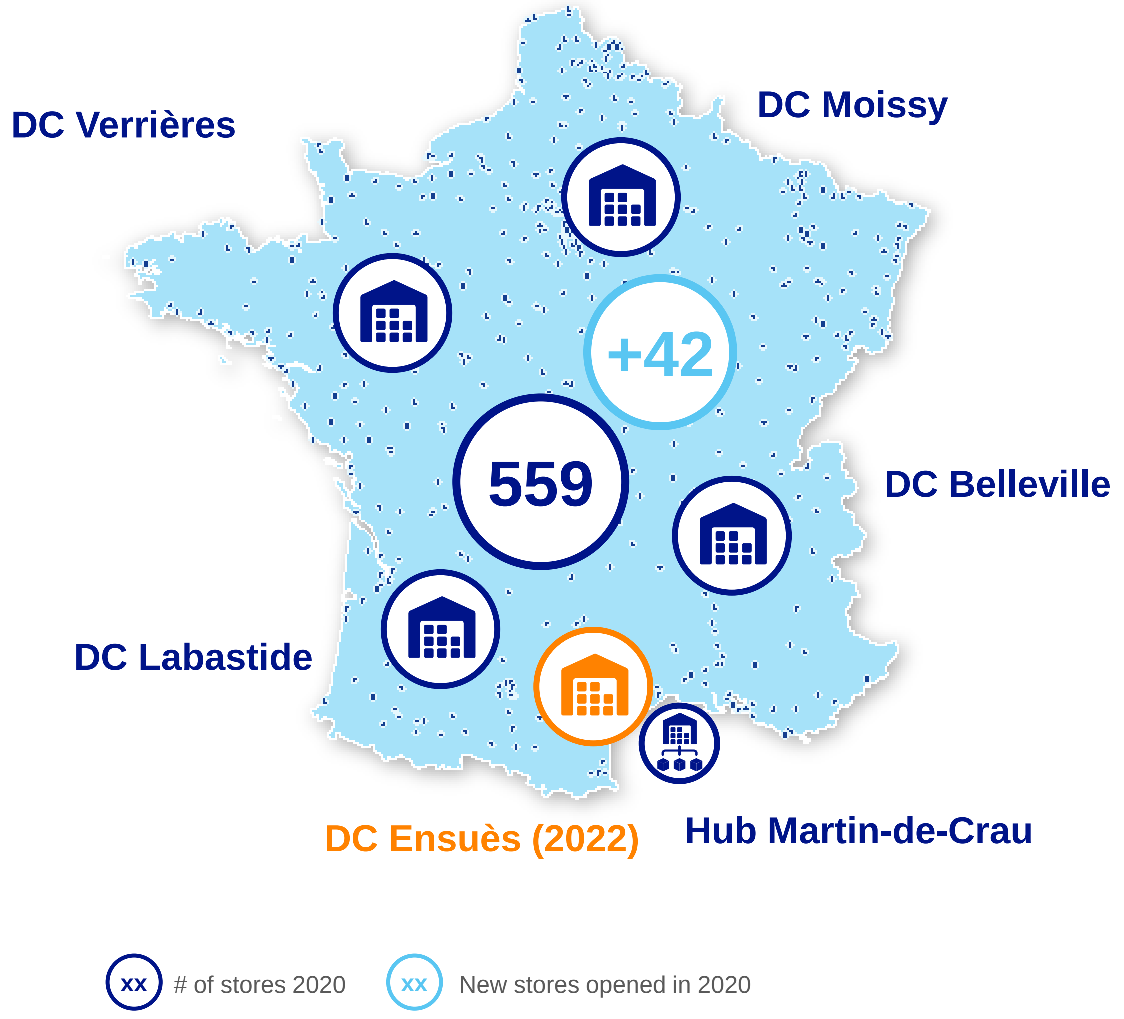
Really, Action is the store that the Netherlands misses the most

Of all stores that are currently closed due to the lockdown, consumers miss Action the most. This is evident from a survey by research organisation Q&A of more than 4,500 Dutch people

Het Parool 12 February 2021, 20:35 *(original in Dutch and translated in English)*

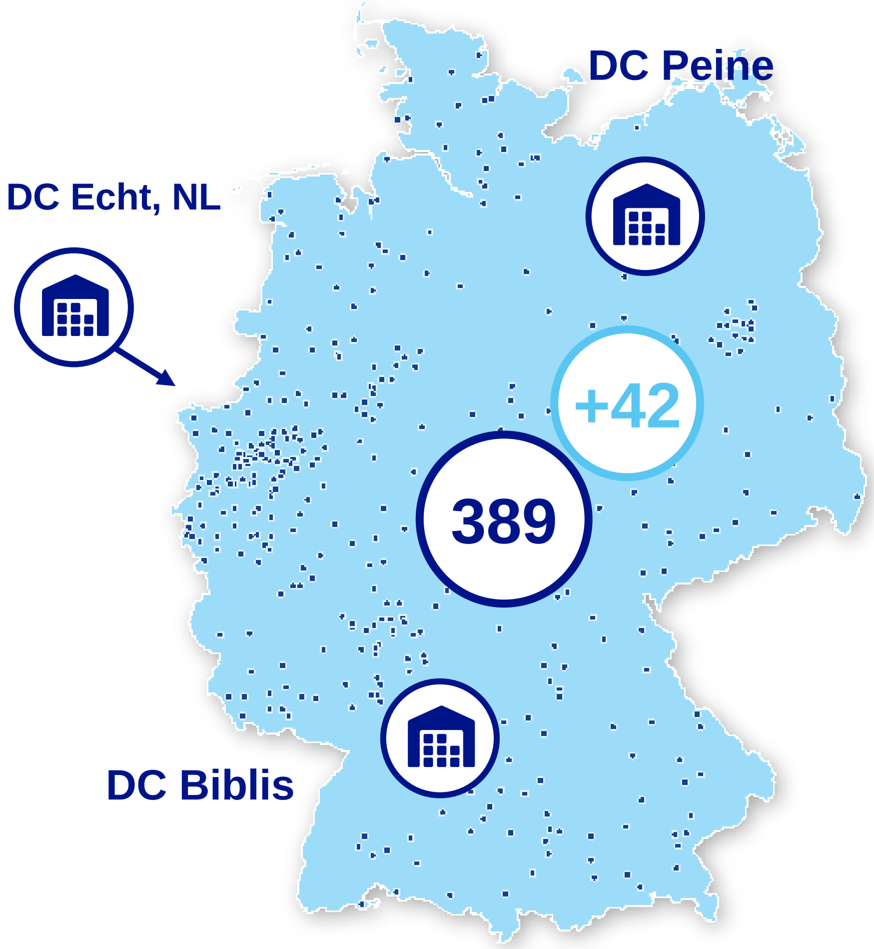
1) Source: GfK dashboard results 2020 and penetration is % clients that purchased one or more products at Action in the previous six months

France is our biggest market with ample remaining growth potential



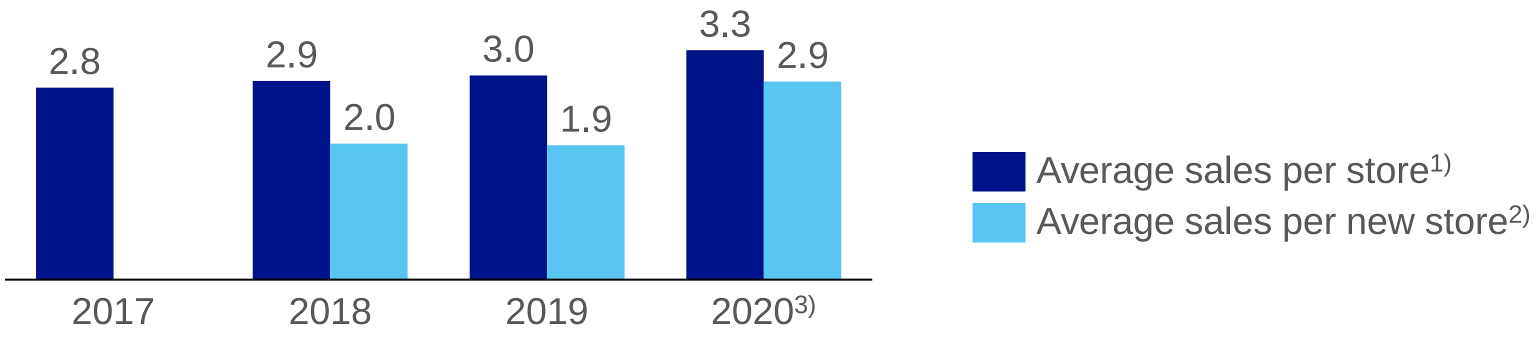
- Strong LfL of 8.1% in P1-P2 and of 13.1% in P6-P10
- #1 market in sales, store numbers and sales growth
- ~16,500 employees and ~2.7m customers per week
- Total sales driven by expansion and LfL ticket size growth of 12.4%

Germany has made great progress in growth and profit



xx # of stores 2020 xx New stores opened in 2020

- Strong P6-P10 LfL of 19.9%
- #3 market in sales and store numbers today
- 83 million inhabitants provide huge potential for continued expansion
- Strengthened management team
- Higher quality of new locations, more focus on urban centres and large cities



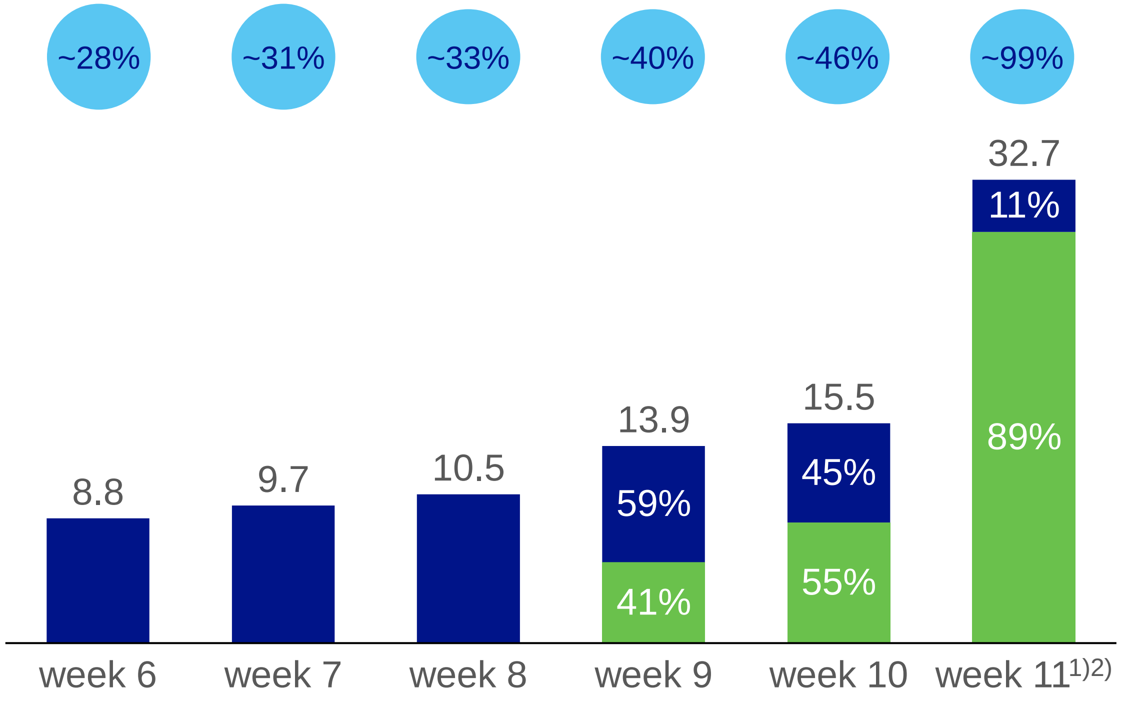
1) 136 stores opened <2017
2) First FY sales of stores opened in the previous year
3) Normalised for impact of lockdown and assortment restrictions

Promising start of click & collect

Successfully piloted click & collect in multiple markets

- Customer selects store and products on our website
- Chooses a pick up time-slot
- Order picked instore by Action employee
- Pick up from service counter or outside

Sales development in 2021, NL (€m)



Sales C&C per week (incl. VAT)
Sales shopping on appointment per week (incl. VAT)
xx Index vs 2020

1) Expected sales week 11 in line with budget 2021 and sales split based on performance 16 March 2021
2) From 16 March: max 50 customers per 20 minute timeslot. Initially, only maximum of 8 customers per hour allowed

Other notable successes in 2020

Further strengthened our digital customer interface

Symphony - expanded functionality of planning software to improve availability

SYMPHONY RETAiL

KRONOS - 100 % roll out of our workforce management system

KRONOS

Further development of private label portfolio

Developed a new opening marketing campaign

ESG strengthened including supporting local healthcare providers

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Sustainability is an integral part of Action's strategy

I — Strengthen our unique customer value proposition

II — International geographic expansion

III — Build a simple, efficient and scalable operating model

IV — Make sustainability accessible

V — Organisation, people and values

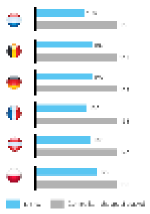
Action's winning customer proposition and brand appeals to everyone and is supported by a strong business model…

Brand promise – More than you expect for less than you imagine

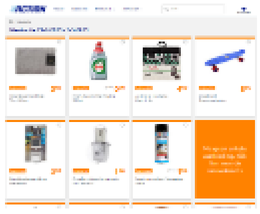
6,000 SKUs in 14 categories

150-200 new articles per week

Surprising assortment



Every day the lowest price



Weekly promotions

Easy shopping

Quality and Action Social Responsibility ('ASR')

Non food discounter
Simple – Efficient – Cost conscious

…with a sustainable advantage and best-in-class unit economics

Action continues to reinvest in the customer value proposition through even lower prices, quality and continuous surprise

Customer value proposition

Action's increasing scale enhances profitability and builds a competitive advantage through sheer size, purchasing power and scale efficiencies

Store roll-out & growth

Competitive advantage

Action's attractive customer value proposition led by low prices, quality and surprise drives top line growth

Unbeatable financial model

Action's operating model delivers exceptionally compelling economics and cash generation to support store expansion

Strengthen our unique customer value proposition

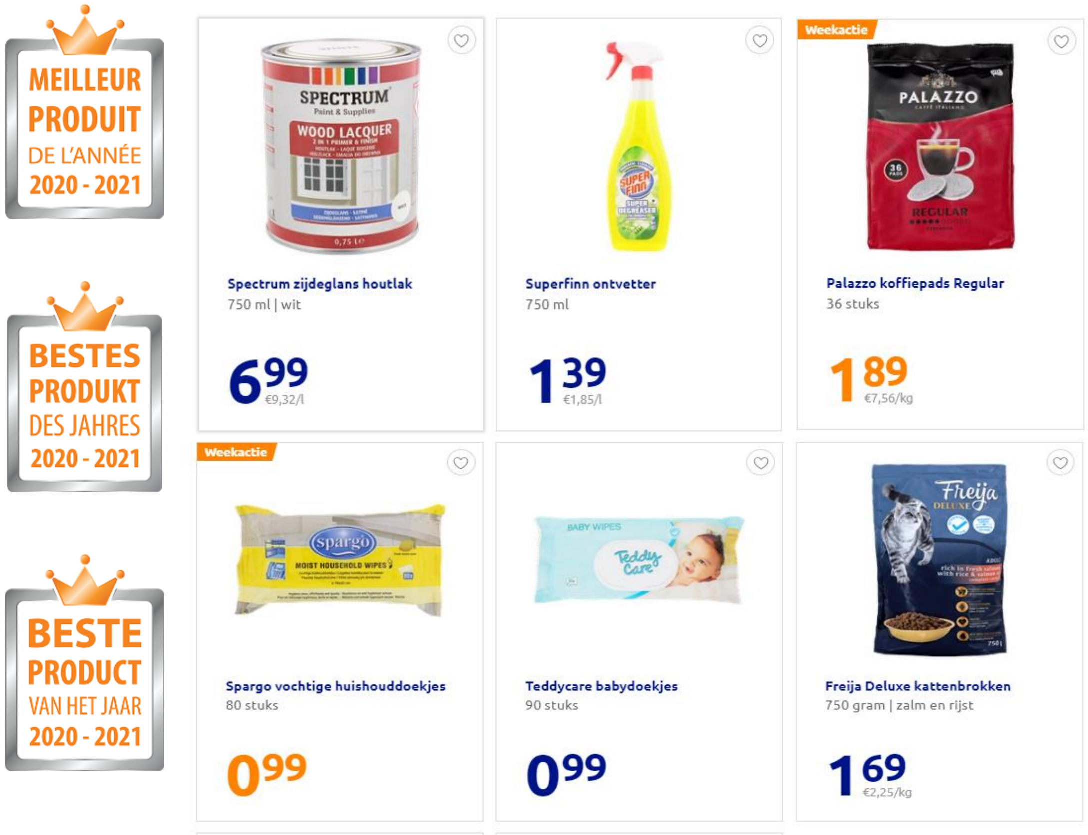
As a non-food discounter Action offers a surprising range of c. 6,000 SKUs across 14 categories

//ACTION

Number of SKUs per category ranges between ~100 and ~900

Sport	Personal care	Garden & outdoor
Decoration	DIY	Pets
Laundry & cleaning	Toys & entertainment	Multimedia
Stationery & hobby	Linen	Clothing
Household	Food & drink	

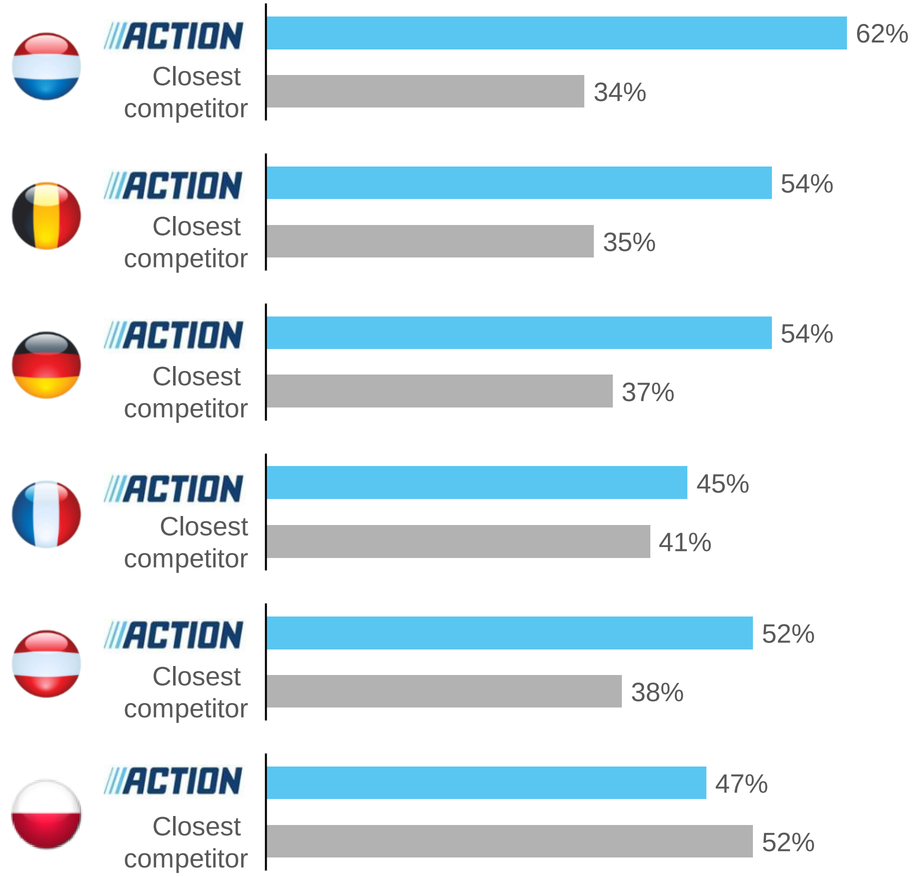
Product innovation and quality demonstrated by numerous awards



With a surprising assortment we are able to quickly meet changing customer demand

Action offers 150-200 new articles per week

Does Action have a surprising assortment?



Source: GfK report June 2020 and company information

Unbeatable prices are the core element of our customer proposition

Product types

A-brands

€1.75 €1.49 €1.79

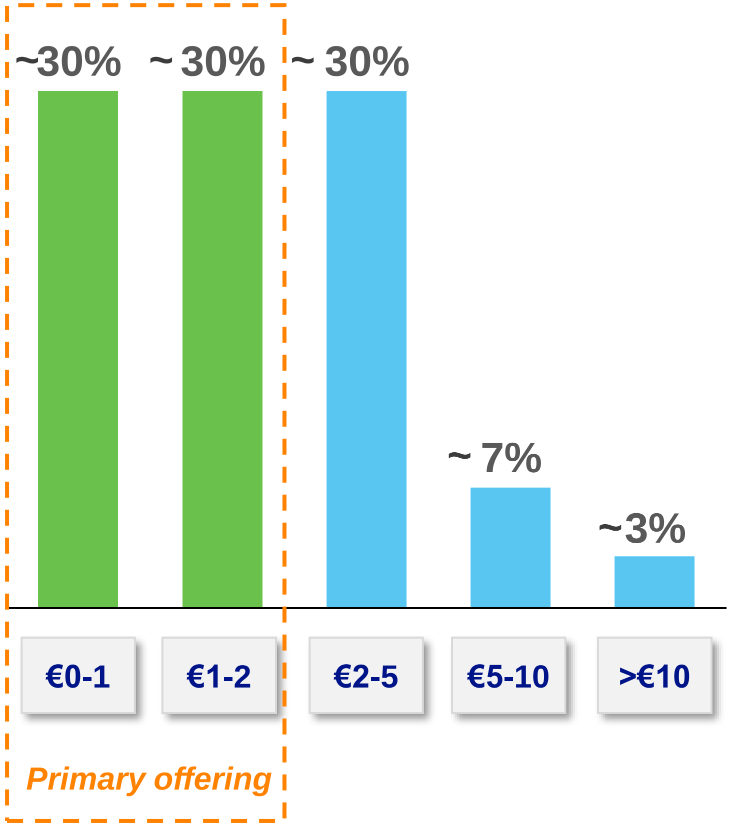
Supplier brands

€2.59 €4.99 €3.99

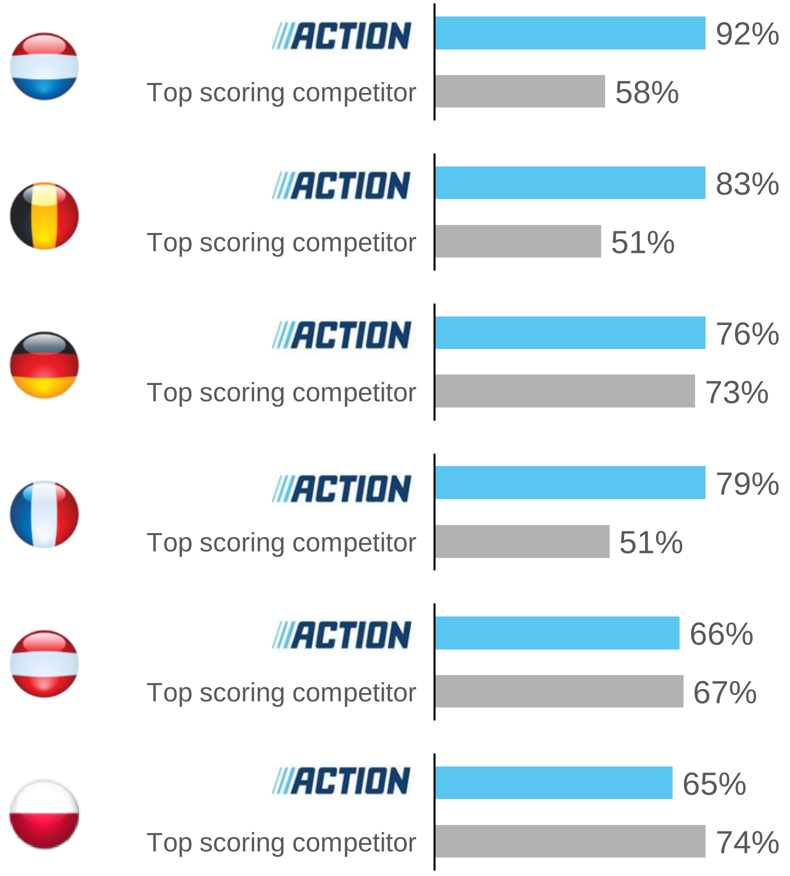
Private labels

€10.99 €14.79 €1.89

60% of SKUs below €2

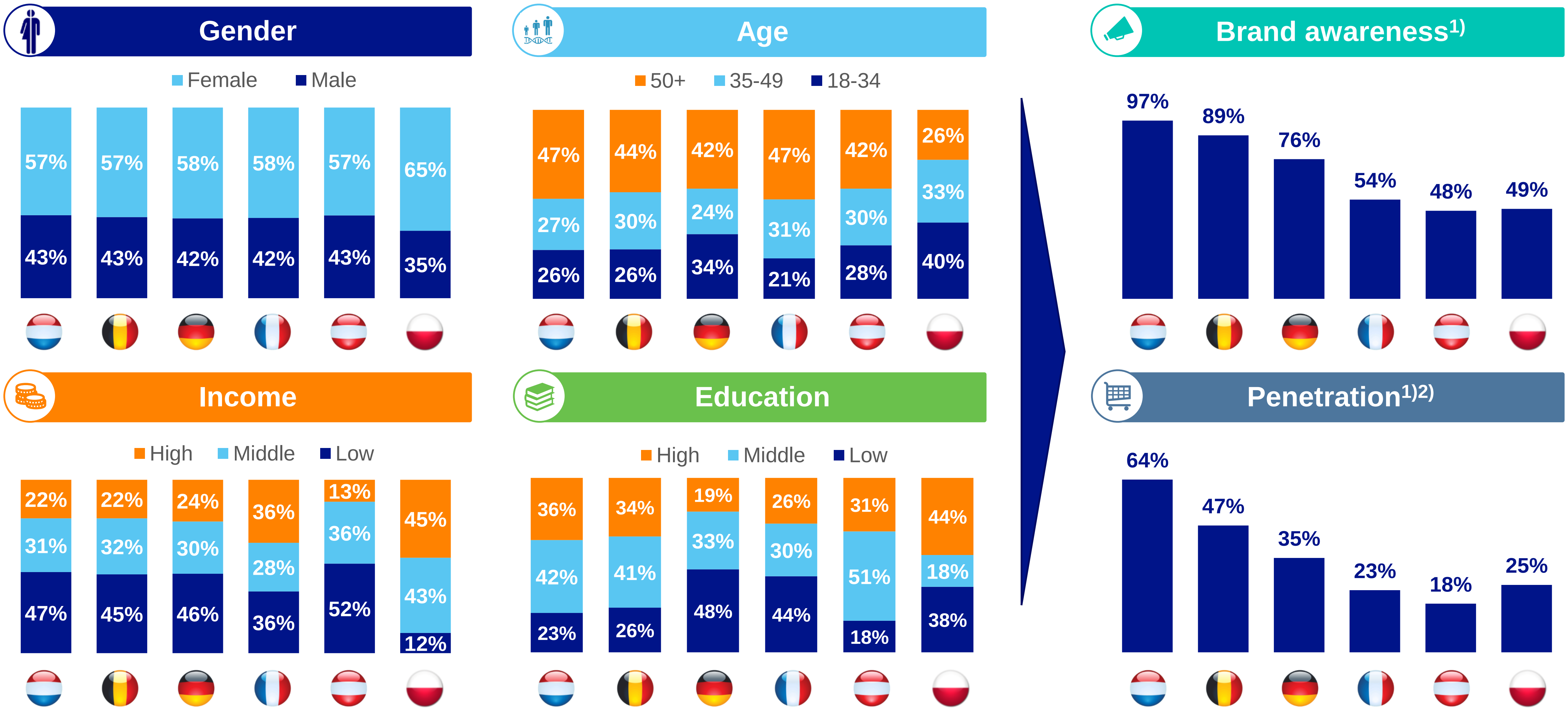


Known for low prices[1)]



Source: GfK report June 2020; answers received on the question to participants: to which brand(s) does the statement 'low prices' apply?

Action brand and format appeals to everyone



Source: GfK report June 2020

1) For DE, AT, PL the % only applies within catchment area and not national
2) % clients that purchased one or more products at Action in the previous six months

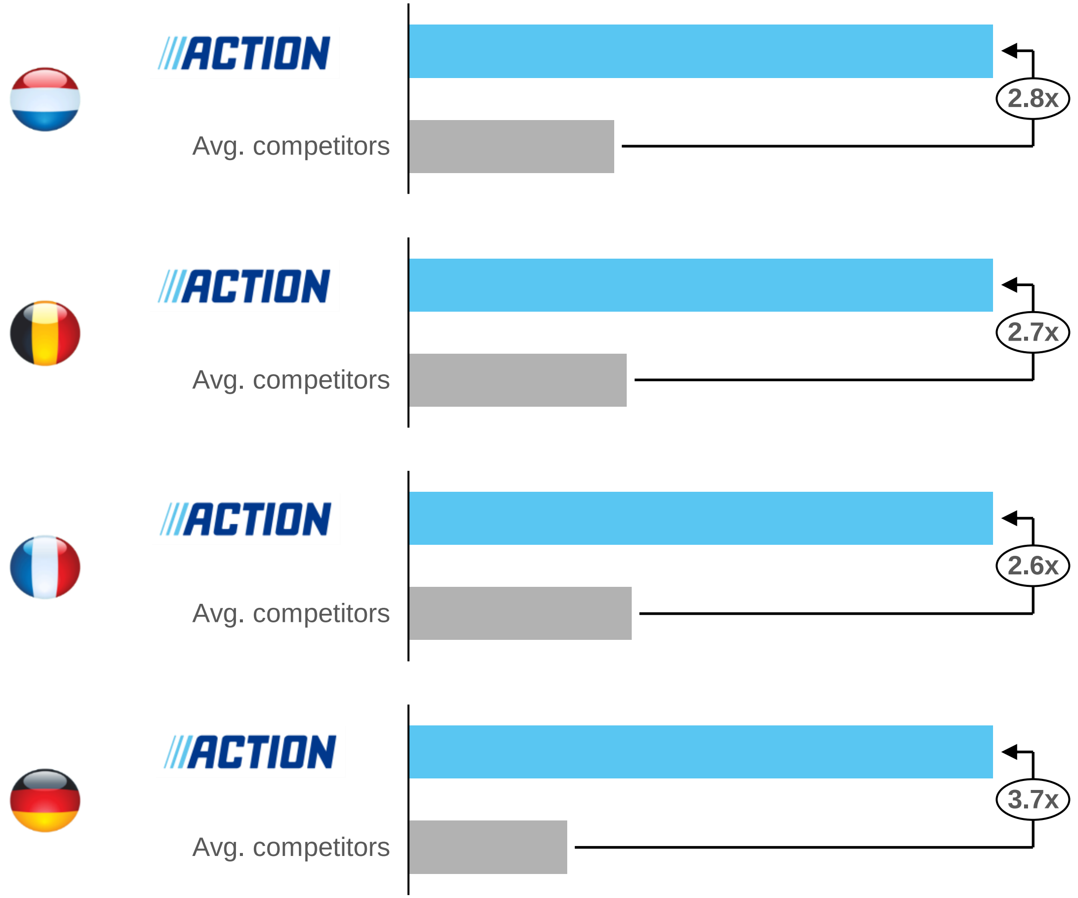
…which generates high sales volumes and density

Examples of high volume items

	Variety of face masks (1 – 50 pieces)	Aluminium foil
Price (NL)	€1.29 – €4.95	€0.99
		
Volume 2020	~76.3m	>6.3m

	Kitchen paper	Disposable gloves
Price (NL)	€1.68	€0.99
		
Volume 2020	>7.9m	>1.5m

Average sales density (sales / m²) vs. competitors[1)2)]



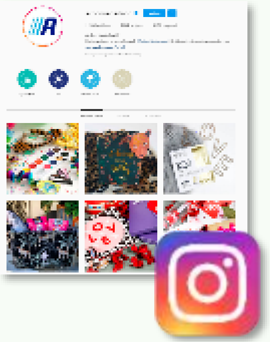
1) Action floor productivity based on a 'mature' set of stores opened before 2017
2) Competitors' floor productivity based on 2018 public figures combined with total sales surface area figures from Locatus (NL, BE) and Euromonitor/IGD (FR, DE). Competitor floor productivity on 'mature' store set was not possible

Further strengthening of multiple digital customer touchpoints

Social media followers

+21%1)
2.3m Facebook fans

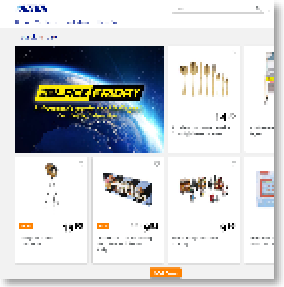
+50%1)
1.8m Instagram followers



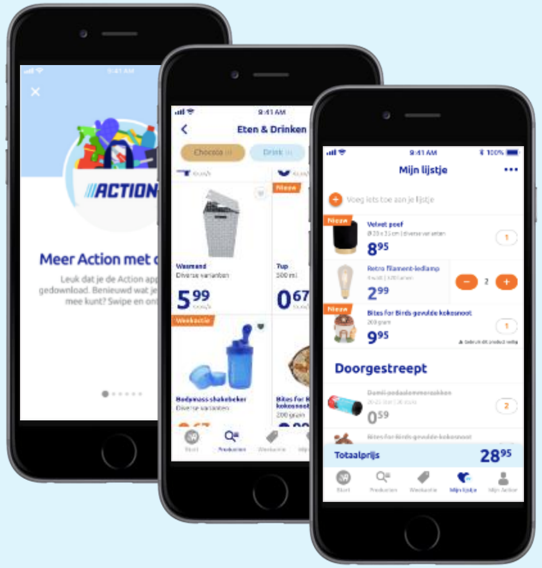
Emails and website

+19%1)
5m email subscrib.

+38%1)
272m web sessions

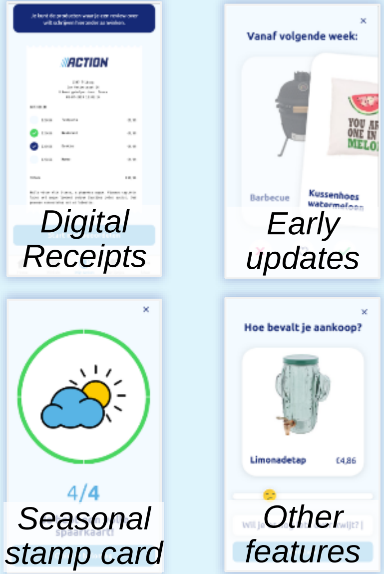


Launch App first in NL…



Supports in-store experience (e.g. product catalogue & shopping list)

…and launch loyalty programme later



Drive customers to store with loyalty-based engagement (e.g. stamp card, digital receipts)

1) Year-on-year growth

Make sustainability accessible

During the pandemic we have been able to support our customers with much needed essentials

Example of an Action ad in national newspapers in NL, BE and DE in 2020

Action is already delivering on its ASR strategy

Progress made in plastics

Outdoor planting plastic accessories with recycled plastic saving 1,900 tonnes of virgin plastic

Replaced single use plastics

Sustainable cotton

BCI Better Cotton Initiative

Action's sustainable cotton confirmed at 76% for 2020

HOTEL ROYAL
Private Label

ZIKI
Private Label

Sustainable timber

FSC FORESTS FOR ALL FOREVER™

Action's sustainable timber confirmed at 60% for 2020

MINI MATTERS
Private Label

OFFICE ESSENTIALS
Private Label

Our sustainability strategy focuses on four UN sustainable development goals

//ACTION

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Product pillar of our ASR strategy

Safety	We ensure all our products are safe and responsibly sourced
Social compliance	We strive for 100% supply chain transparency
Product & manufacturing	We strive to minimise our impact through manufacturing and raw material use
Packaging	We aim to optimise our approach to packaging waste reduction

13 CLIMATE ACTION

Environmental pillar of our ASR strategy

Waste management	We commit to mitigating our waste to minimise our footprint
Environmental footprint	We commit to reducing our environmental footprint throughout our operations
Energy & emissions	We commit to reducing our energy usage and emissions

8 DECENT WORK AND ECONOMIC GROWTH

People pillar of our ASR strategy

Health & safety	We prioritise the safety and well-being of our employees
Diversity	We embrace diversity and we make sure everyone is included
Culture	We protect and embed our business culture whilst embracing cultural expansion
Development	We encourage and support development opportunities throughout the business

17 PARTNERSHIPS FOR THE GOALS

Good citizenship pillar of our ASR strategy

Charity	We support charitable organisations financially and through strategic partnerships
Country specific initiatives	We empower our country offices to support local priority causes
Stores	Our stores consider and improve their surrounding areas
Distribution centres	Our distribution centres consider and improve their surrounding areas

Product – achieve 100% supply chain transparency

Safety
We ensure all our products are safe and responsibly sourced

- Technical file transparency/compliance for full assortment by end 2025 (Product IP)

Social compliance
We strive for 100% supply chain transparency

- 100% transparency of entire assortment by end 2025[1)]
- Full visibility already in place for direct import

Product & manufacturing
We strive to minimise our impact through manufacturing and raw material use

- Commit to 100% sustainable timber & cotton by 2025
- Deliver category specific Circularity plans for entire business by the end of 2022

Packaging
We aim to optimise our approach to packaging waste reduction

- Publish Packaging policy and best practice guidelines to total supply base
- Deliver 100% recyclable packaging for entire assortment by end 2025[1)]

1) except A-brands

Environment - minimise our environmental impact across the supply chain

Waste management
We commit to mitigating our waste to minimise our footprint

- Plastic stretch wrap usage on containers reduced by 30%
- Ban on use and sale of single use plastics and disposables replaced by bamboo, cardboard, paper/wooden alternatives

Environmental footprint
We commit to reducing our environmental footprint throughout our operations

- All new DCs rated in the top category by BREEAM or equivalent standards

Energy & emissions
We commit to reducing our energy usage and emissions

- Reduce energy usage per m2 within our buildings by 15% by end of 2024
- Ensure 50% of our total energy used is renewable by 2025
- Achieve zero gas stores
- Actively contribute to reduction of carbon emissions of third-party operated transport
- Reduce carbon emissions of vehicles (e.g. with alternative fuels for Action fleet)

International geographic expansion

New store roll-out is the engine behind Action's growth story

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The reason is simple…

- One single and successful format
- Proven to travel across borders
- First class store opening teams & processes
- Massive white space opportunity

… and the economics are extremely attractive

1. 1 year average historical payback on new store CAPEX
2. All stores opened before 2020 are profitable[1)]
3. Store expansion self-funding
4. Increasing operating leverage through size and scale

(1) Based on store contribution (incl. supply chain costs) FY2020 (including lockdowns)

Principle of one format across all countries remains unchanged

ACTION

1
brand

- Action name resonates in all languages
- Marketing and packaging is consistent and standardised across all countries

International expansion of the brand is seamless

1
store format

- All stores look the same
- Stores between 700 to 1,100m^2
- Over 90% of assortment is the same across all stores and countries

Focus on simplicity enables rapid new store roll-out

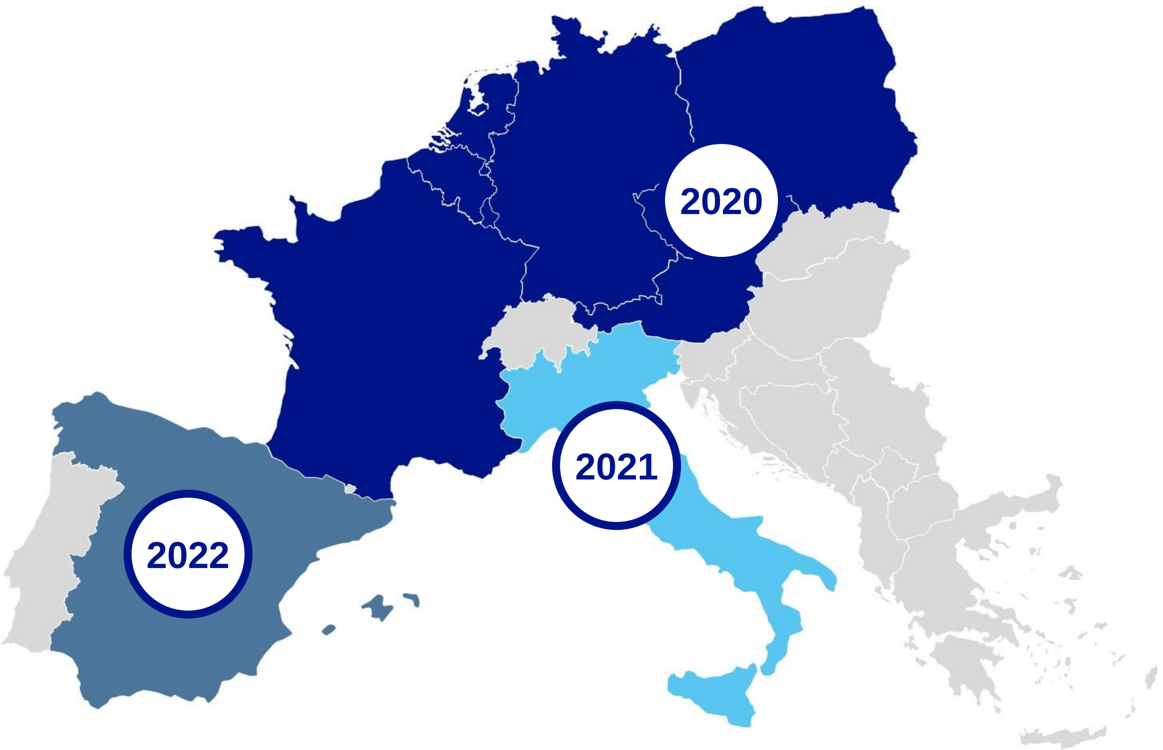
1
store operating model

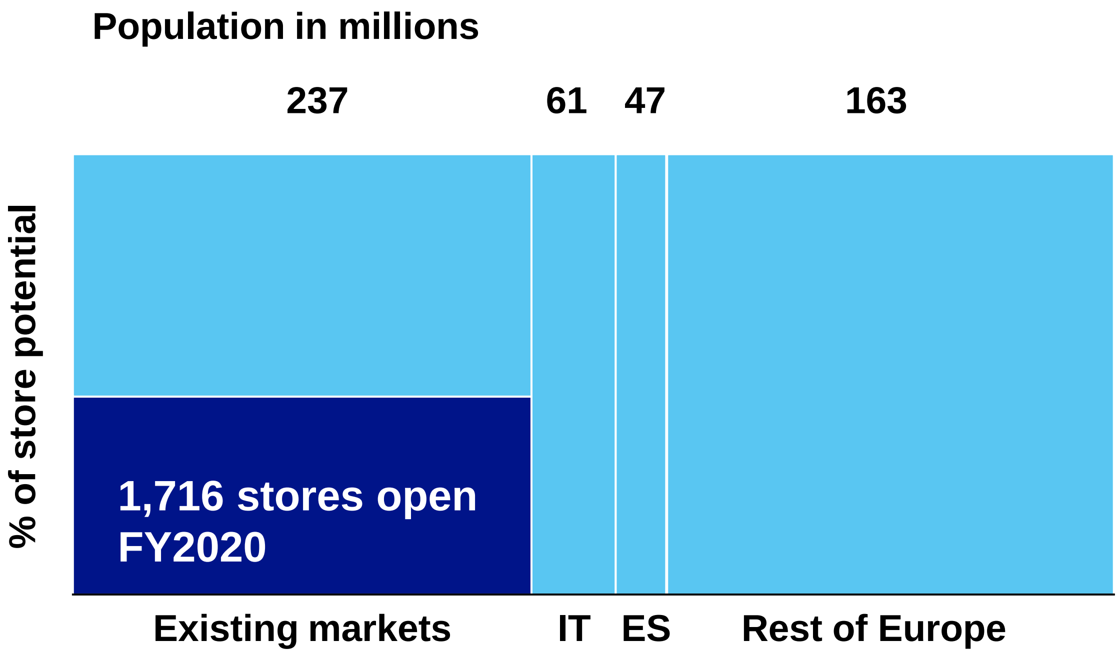
- Same policies
- Same ordering systems
- Same processes
- Same employee training
- Same management structure

Same proven formula applied to every new store

A simple, repeatable and scalable business model

Continued rapid store roll-out in current markets and entry in new markets

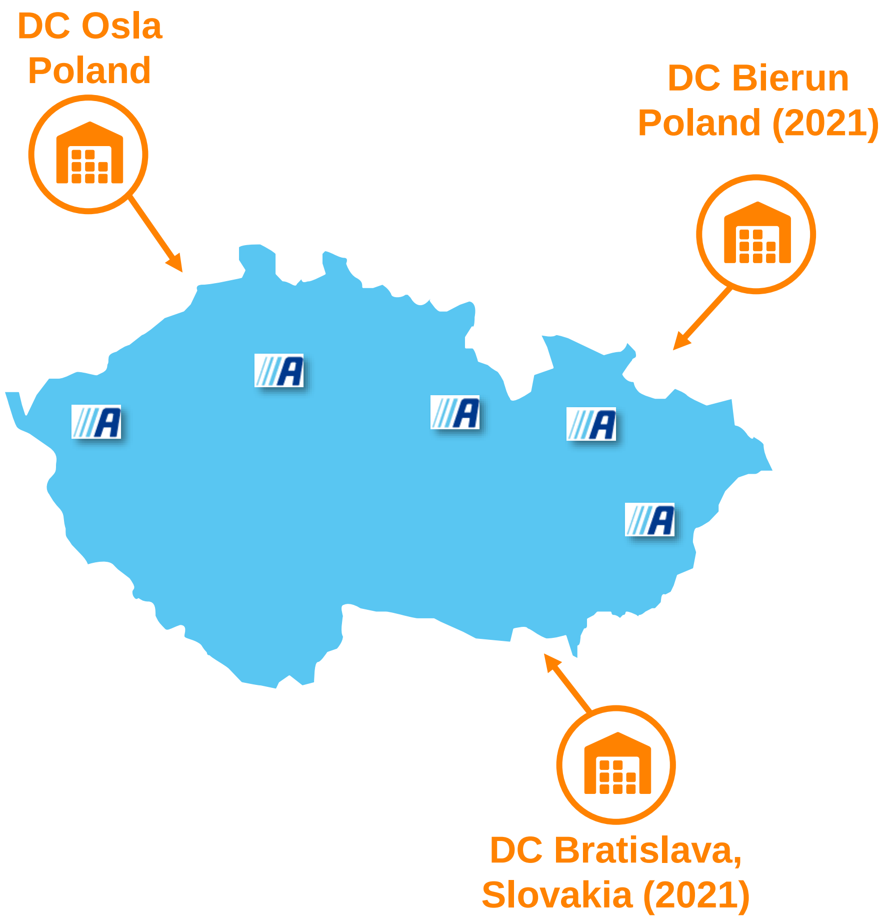




Rapid expansion in FR, DE, PL, AT and CZ

Conservative estimate of white space potential in new and existing markets (in scope) is ~4,800 stores

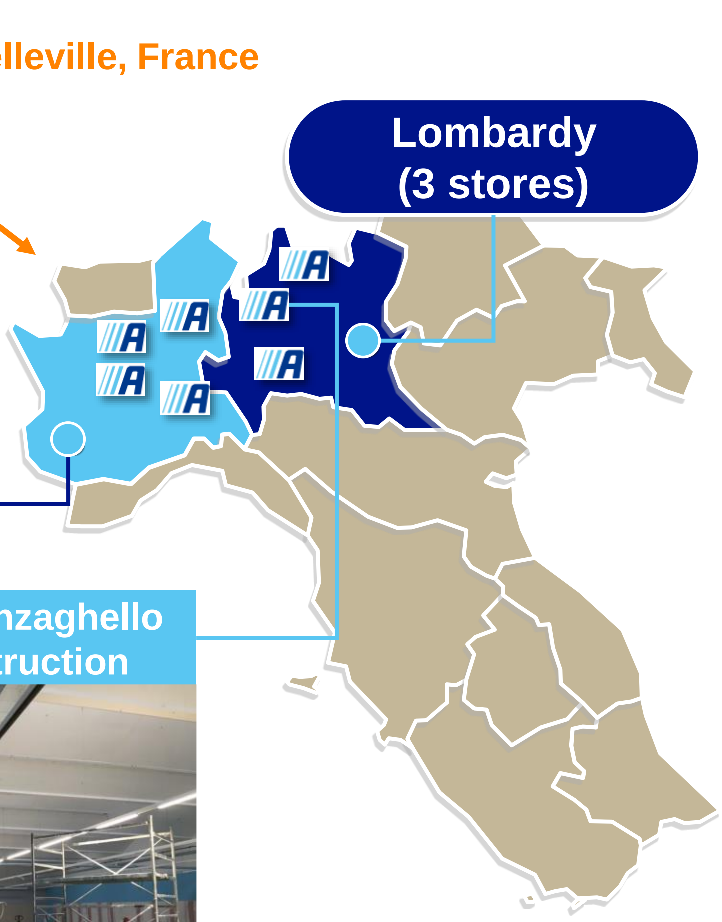
Czech Republic – roll-out after successful pilot



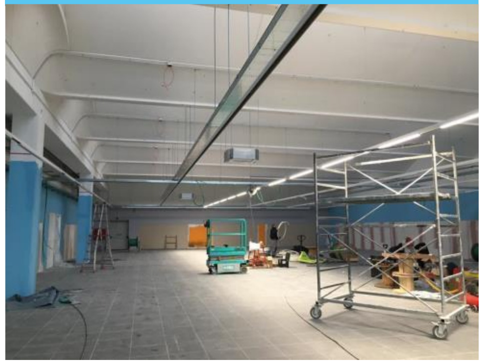
- Strong start of our 5 pilots stores
- Sales growth Czech Republic on average ~30% better than in Poland[1)]
- Population of 11 million allows for at least 150 stores
- Expect to open at least 12 new stores in 2021
- No additional supply chain CAPEX

1) Based on performance 2020 in weeks since start of pilot in Q3 2020 without restrictions

Opening 5-7 pilot stores in North of Italy in 2021



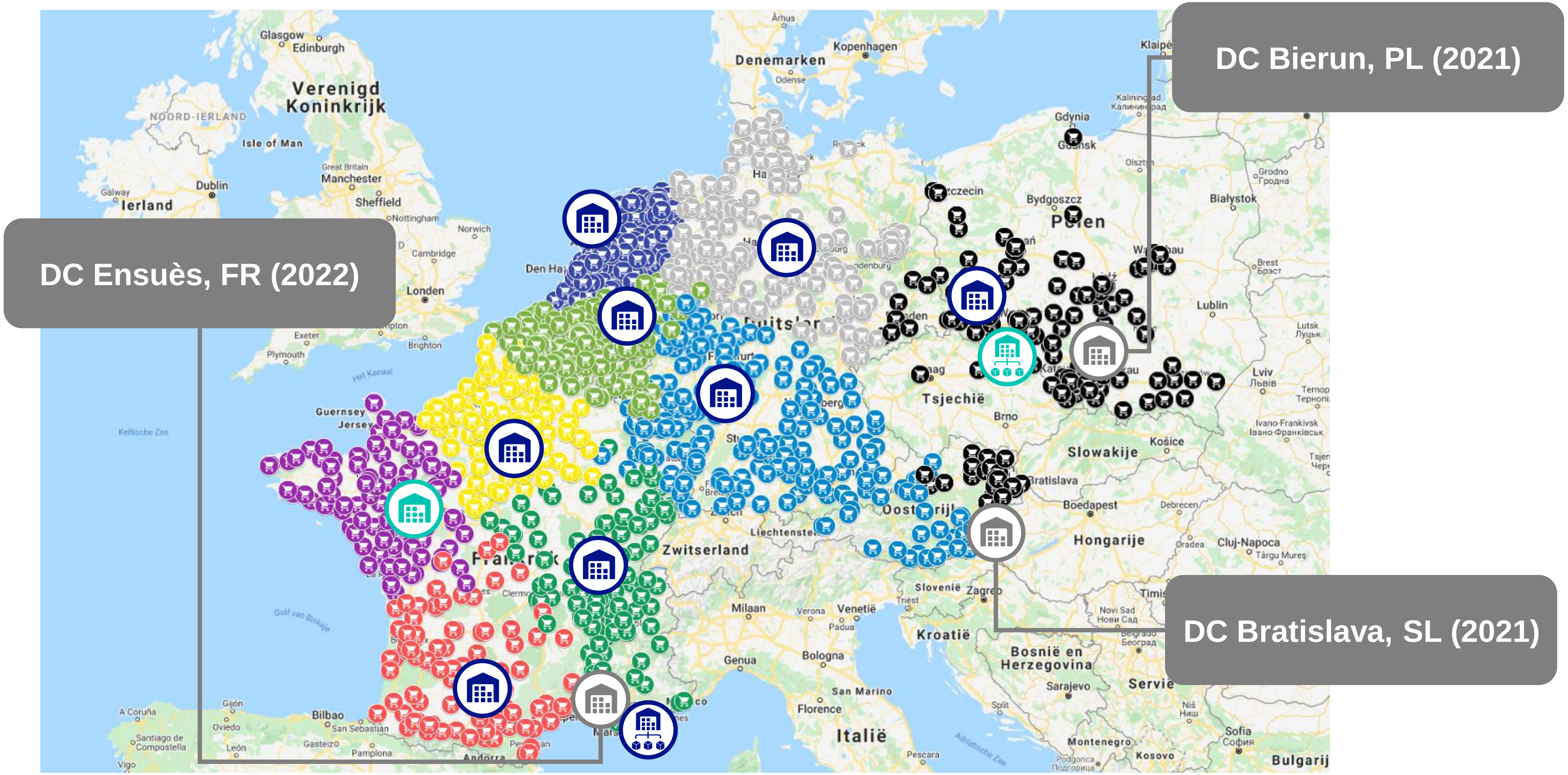
First store Vanzaghello under construction



- First store planned in Vanzaghello in Q2
- Population of 60 million, initial focus on North of Italy with 28 million people
- Start up delivered from France, first DC location identified
- Local management team in place, GM hired
- Store teams recruited and currently in training

A simple, efficient, responsible and scalable operating model

Action continues to grow its DC network to enable its store expansion



DCs to open >2020

DCs/Hubs opened in 2020

DCs/Hubs opened <2020

Development of Hubs to improve availability and reduce inventory levels across the chain

- A hub enables direct sourcing of containers from Far East
- Hubs receive and palletise inventory and supply DCs
- Benefits: improve availability and lower inventory levels
- Hub I is a multi-site location and Hub II is a stand-alone location both operated by our logistical service provider Katoen Natie
- Direct sourcing expected to increase from ~13% of sales in 2020 to at least 20% in 3-4 years

Organisation, people & values

Further strengthened our management team to support our ambitions

ACTION

CEO
Sander van der Laan

CFO
Joost Sliepenbeek

Director HR
Luc De Baets

Commercial Director
Hajir Hajji

Director Store Operations
Florian Knauer

Director Supply Chain
Joost Bous

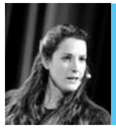
Director Technology
Jens Burgers

GM NL
Pieter Rozendaal

GM BeLux
Judia Elkadi

GM France
Wouter De Backer

GM DE
Bart Raeymaekers



GM start-Up countries
Monique Groeneveld

GM Austria
Boyko Tchakarov

GM Poland
Slawomir Nitek

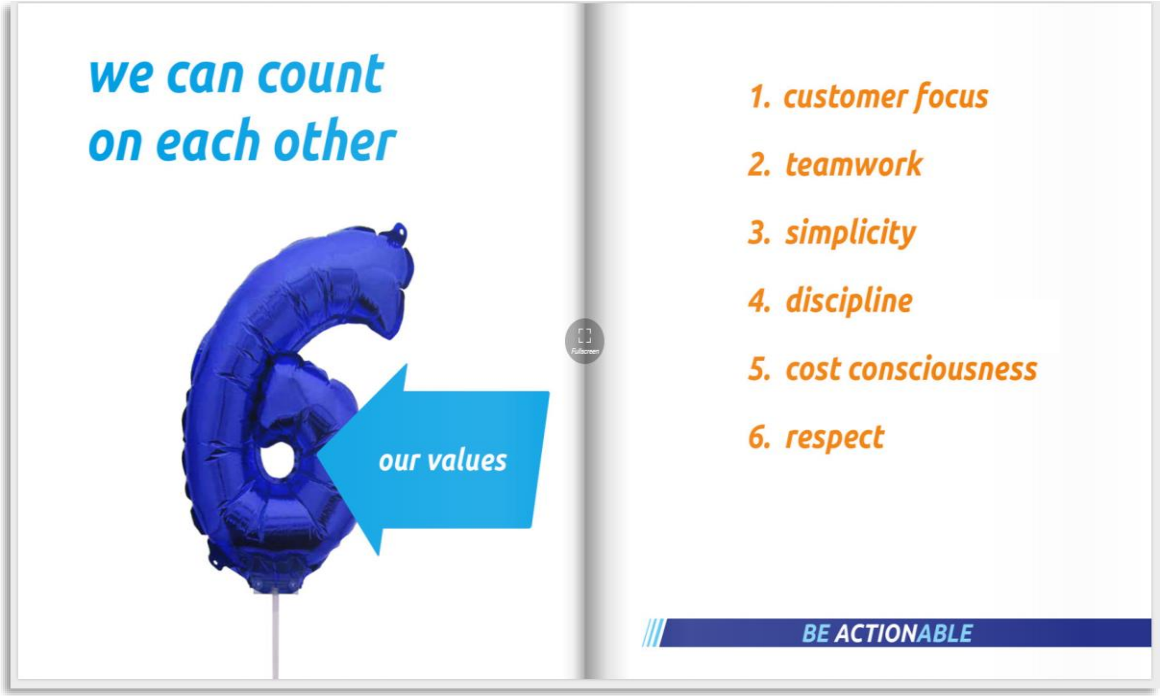
GM Czech Republic
Petr Julis

GM Italy
Philippe Levisse

Executive committee
Country General Managers

Roll-out of values across the organisation ensures we preserve our Action DNA

BE ACTIONABLE



Agenda

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Our repeatable financial model remains unchanged

ACTION

1 Clear value drivers

- New store roll-out and country expansion
- LfL sales growth
- EBITDA margin

2 Superior store economics

- Low SKU count
- Consistent gross margin across categories
- All LfL stores profitable
- High sales density

3 Excellent cash generation

- Low capital intensity
- Negative working capital
- Fast payback

4 Strong economic model

- Proven
- Consistent
- Predictable
- Robust

Delivered with discipline and tight control

2020 performance explained

Action's repeatable financial model

- LfL growth
- Store expansion
- Operating leverage
- EBITDA margin
- CAPEX
- Cash conversion

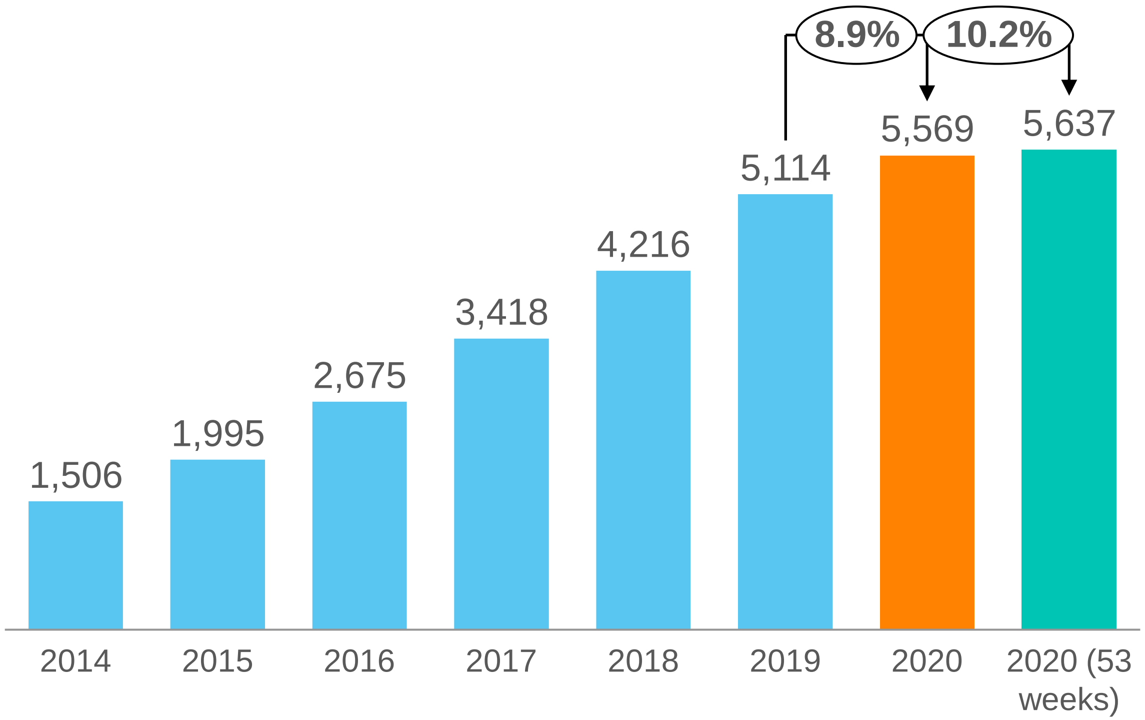
+

2020 additional drivers

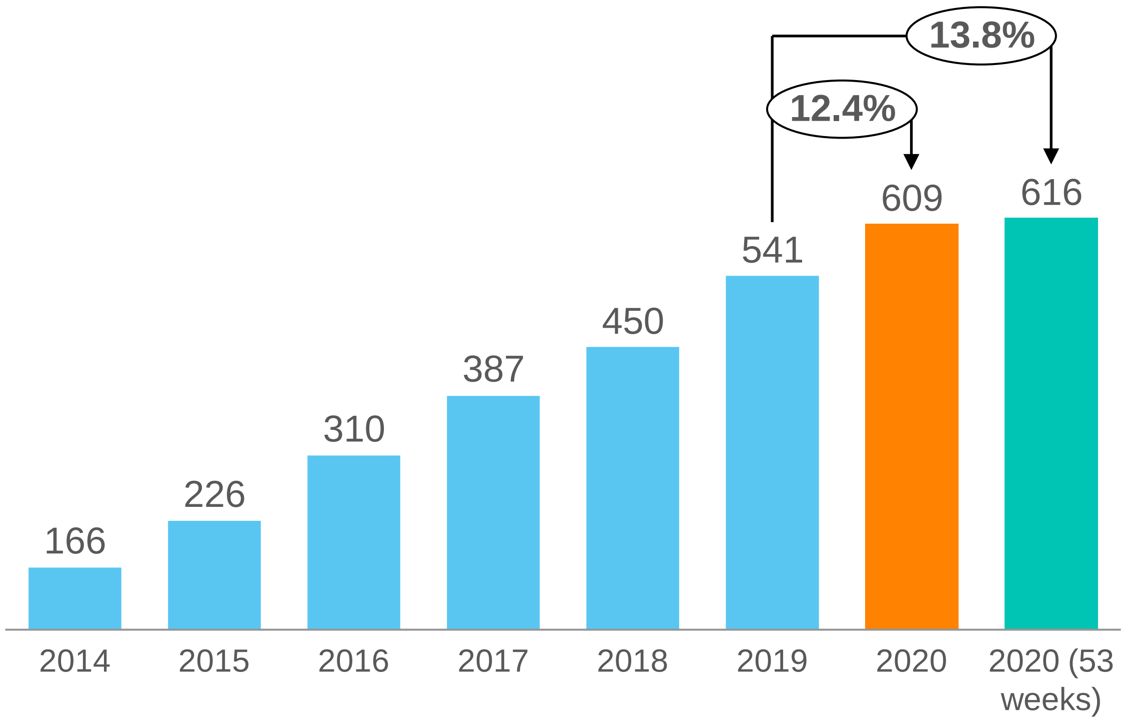
- Impact of 53rd week
- LfL normalisation
- Covid-19/social distancing restrictions impact on OPEX
- Germany, Austria and Poland coming of age
- Cash management
- IFRS 16

Continued strong sales and EBITDA growth in 2020 in spite of the Covid pandemic

Net sales (€m)



Operating EBITDA (€m)

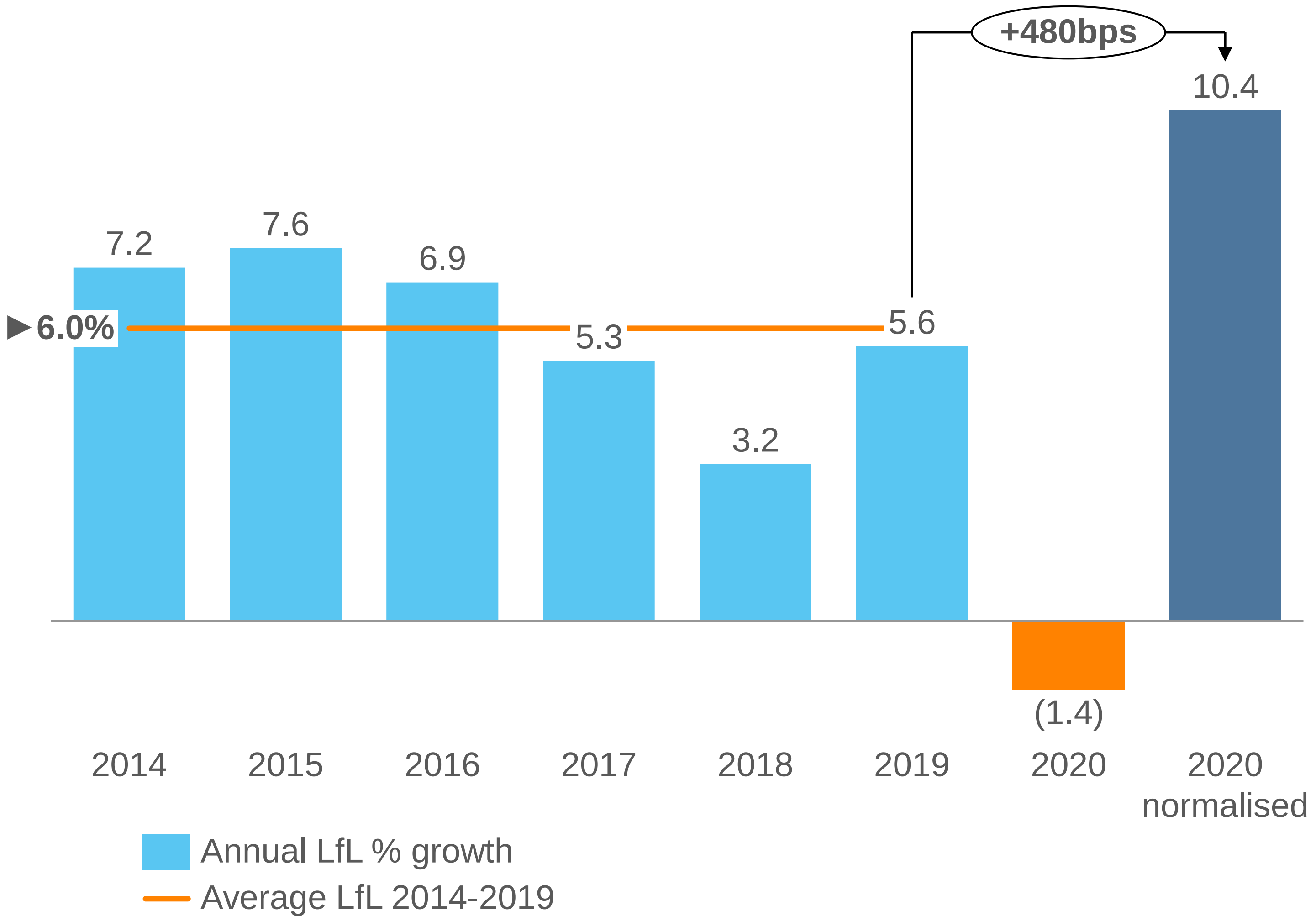


	2014	2015	2016	2017	2018	2019	2020	2020 (53 weeks)
Operating EBITDA (%)	11.0	11.3	11.6	11.3	10.7	10.6	10.9	10.9
Run-rate EBITDA (€m)	190	265	361	456	509	601		651

Source: company information

Note: all 2020 figures based on 52 weeks unless explicitly referenced to 53 weeks financials

Full year reported LfL impacted by lockdowns



Normalisation for weeks 12 – 22

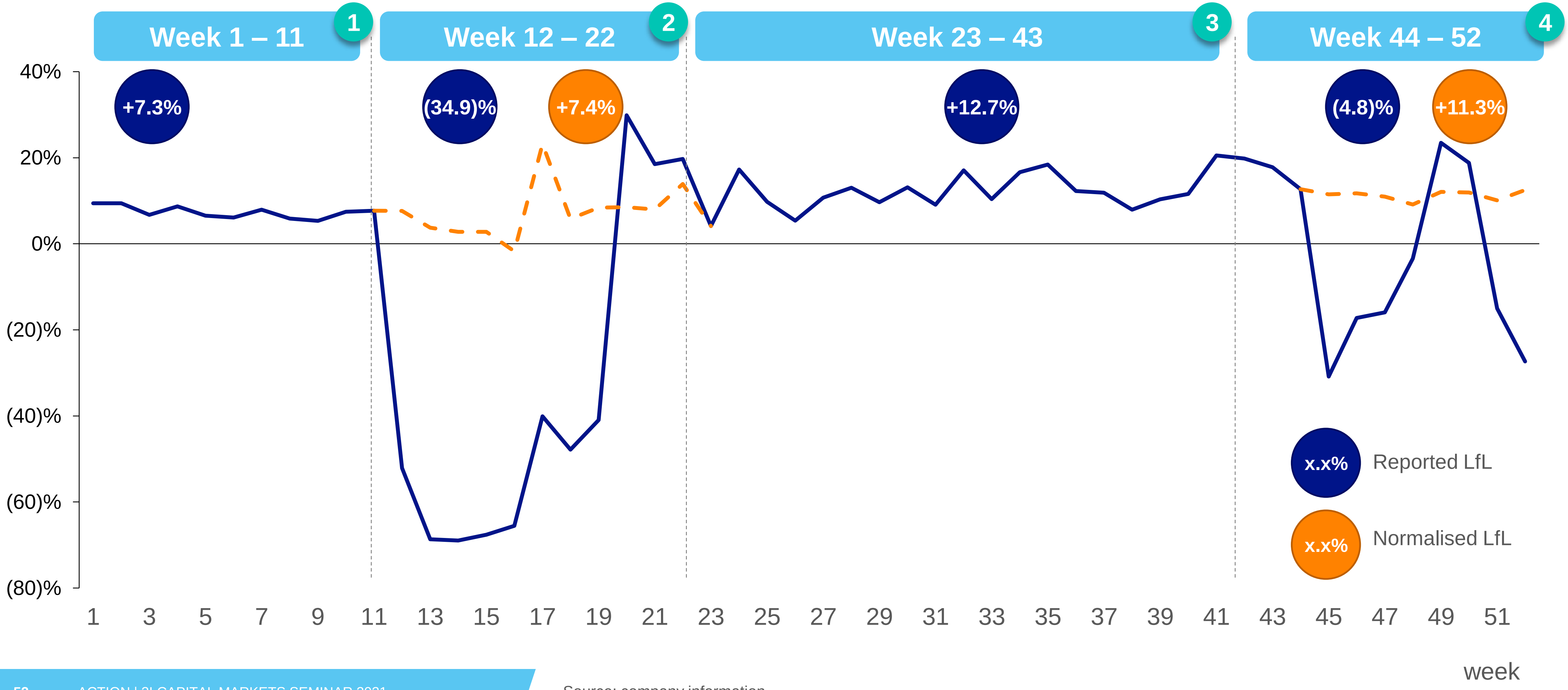
- Only applied for countries which were forced to close stores and/or remained open with limited assortment
- Includes normalisation for reopening effect
- Normalisation based on performance YTD week 11 2020

Normalisation for weeks 44 - 52

- Only applied for countries which were forced to close stores and/or remained open with limited assortment
- Includes normalisation for reopening effect
- Normalisation based on performance YTD Q3 2020

Source: company information

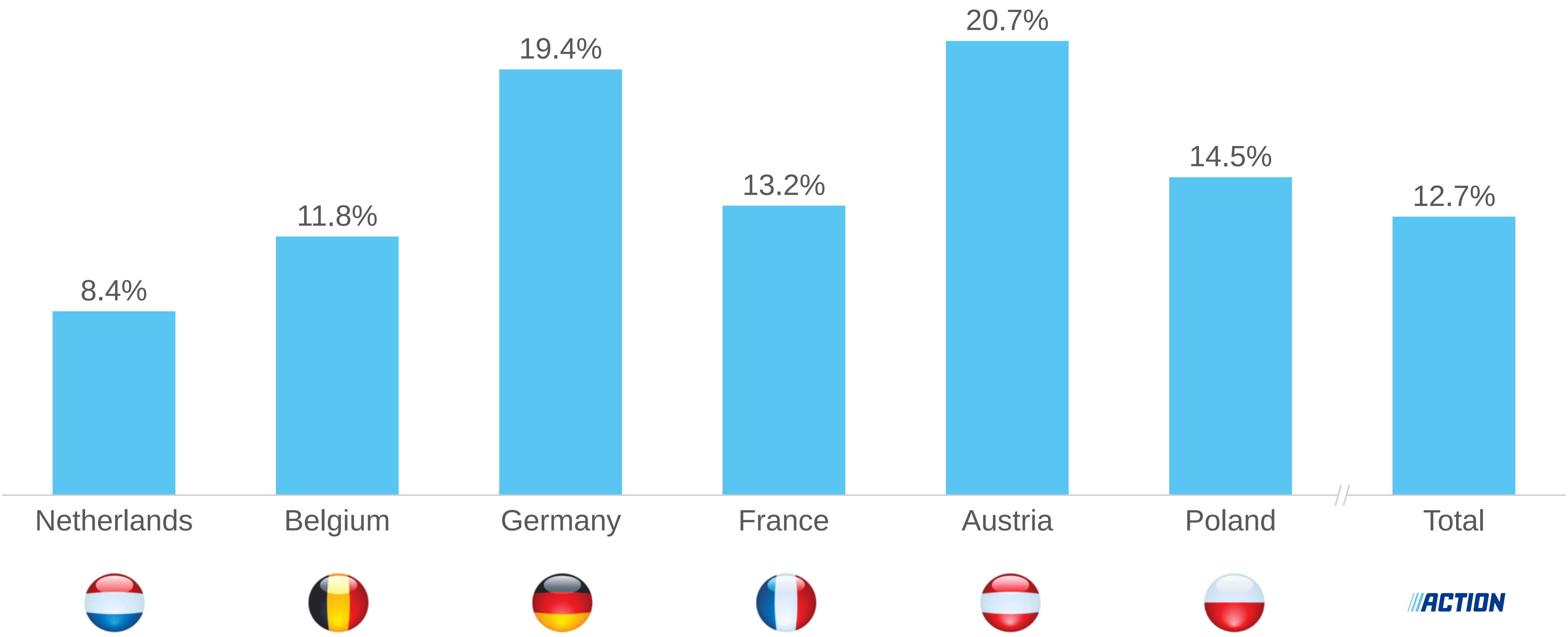
Normalised 2020 LfL growth +10.4% versus (1.4%) reported



Source: company information

Strong LfL growth in all countries between lockdowns

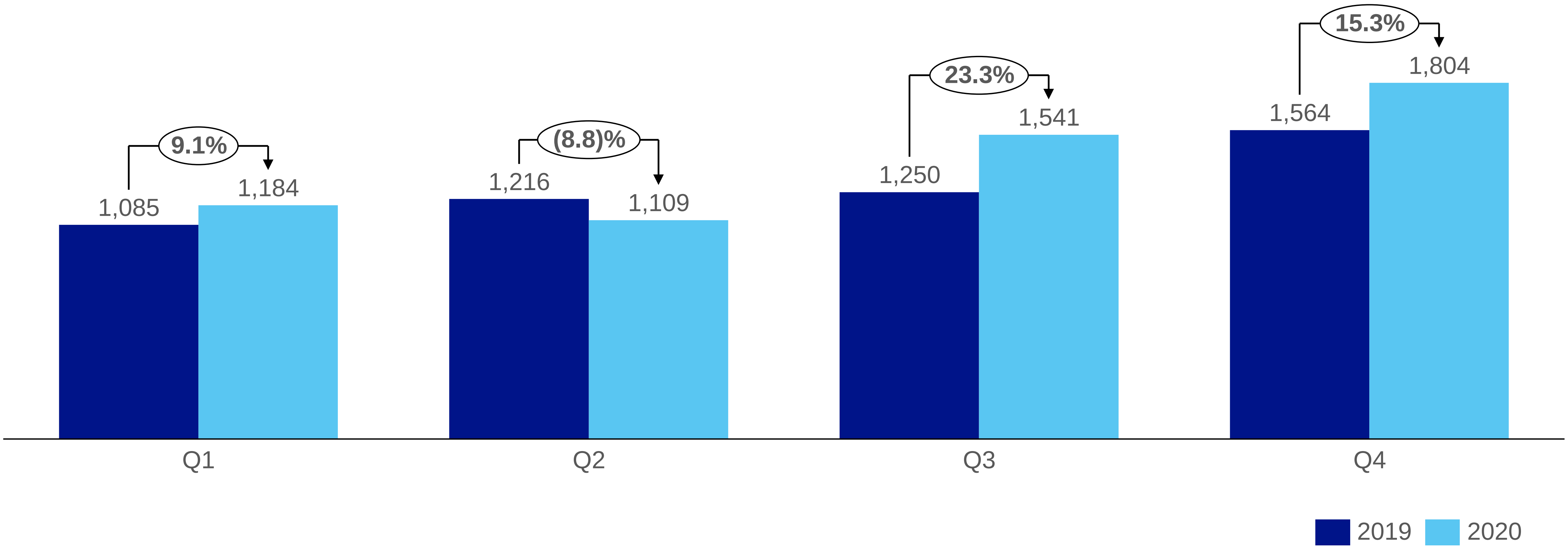
LfL sales growth by geography, week 23 – 43



Source: company information

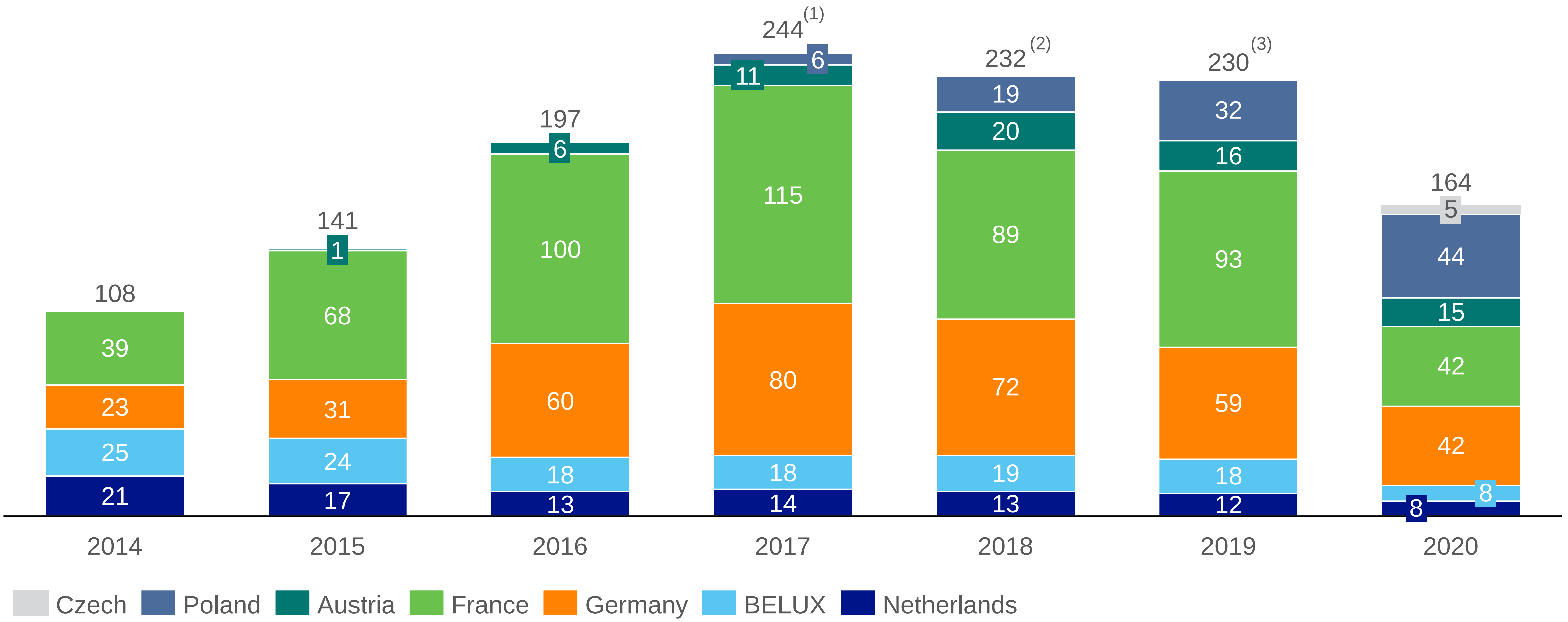
Store closures and assortment restrictions in quarters 1,2 and 4

Net sales per quarter (€m)



Source: company information

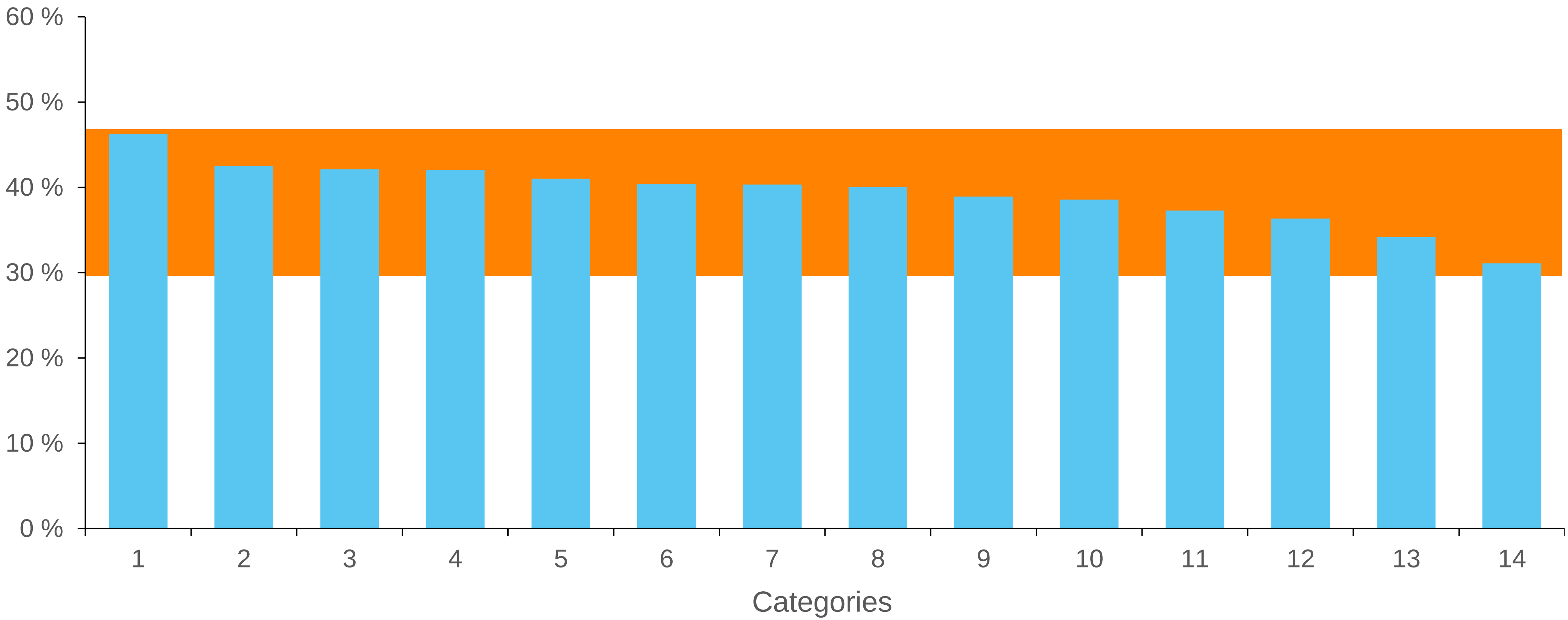
Store openings: programme delayed by pandemic, catch-up in 2021



(1) Net stores added was 243 as a result of one store closing in the Netherlands
(2) Net stores added was 230 as a result of two store closings in the Netherlands
(3) Net stores added was 227 as a result of three store closings in the Netherlands

Source: company information

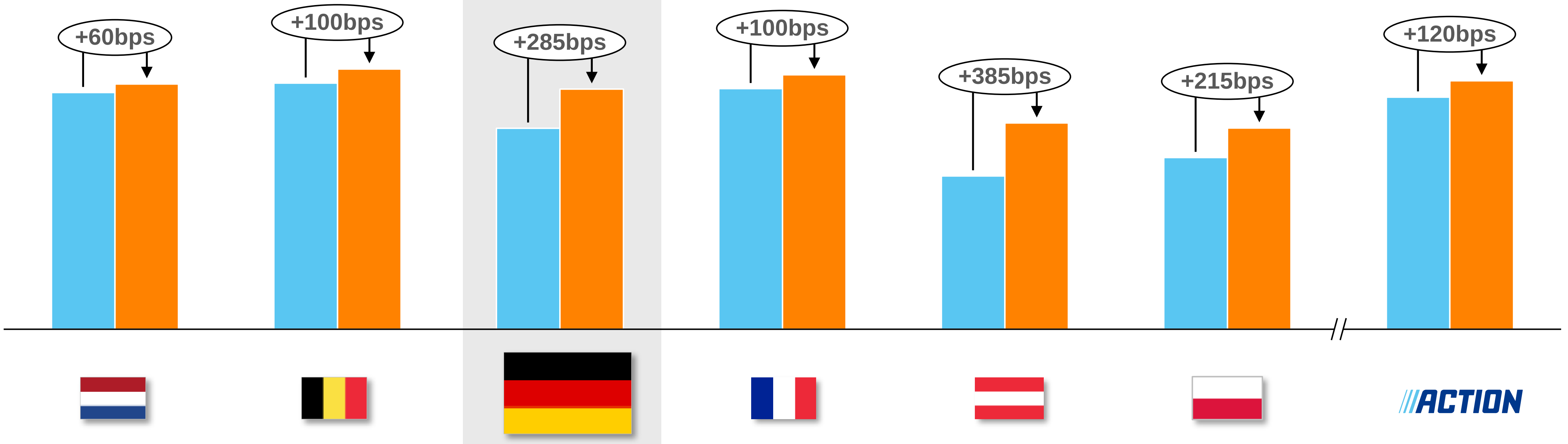
Consistent margins across all categories



Source: company information

Operating leverage shows in all countries with Germany, Austria and Poland coming of age

Average store contribution margin by country P6 to P10 - stores opened before 2019

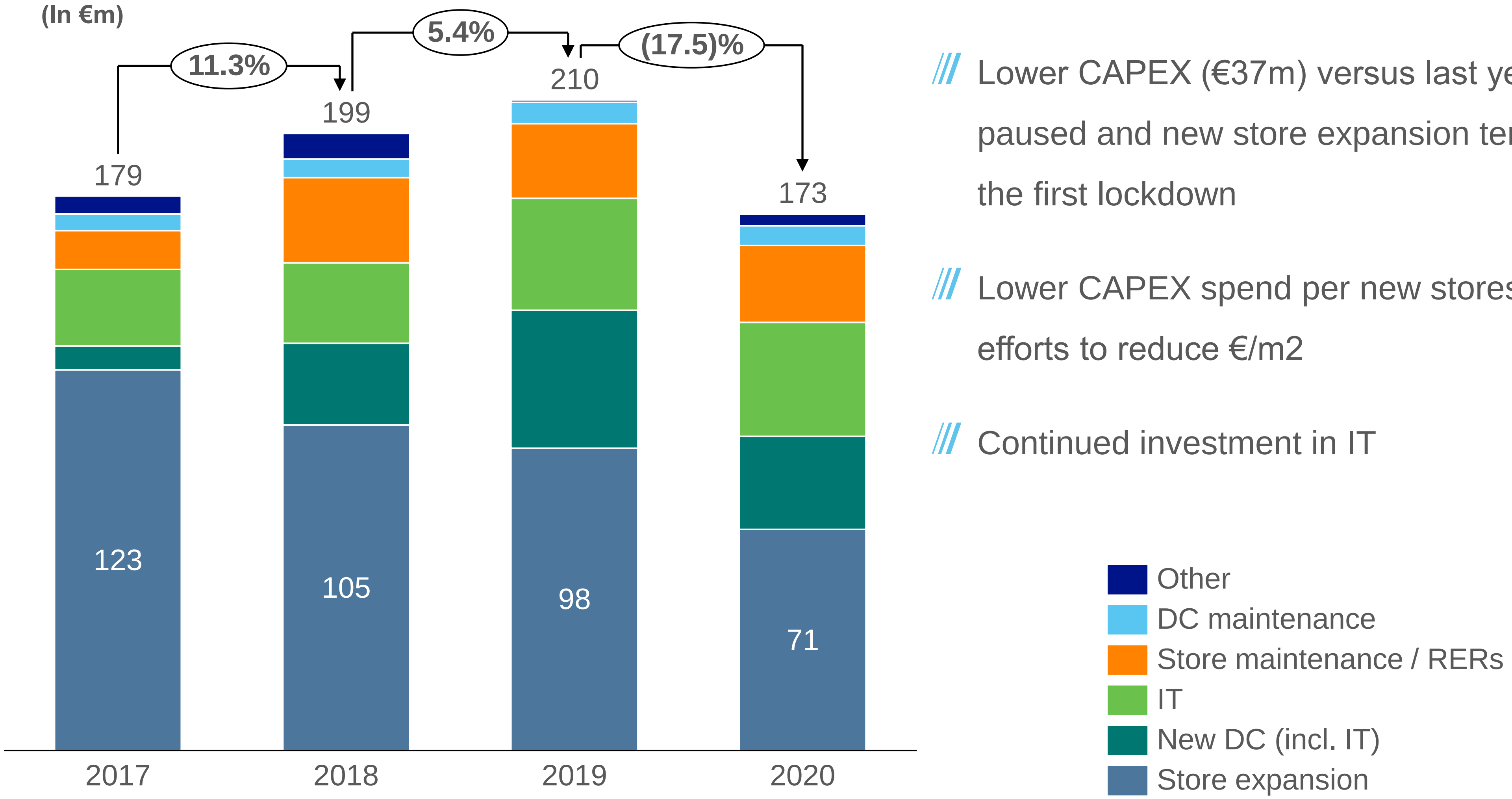


# of stores opened <2019	375	167	288	424	38	25	1,322[1)]
Sales growth P6-P10 2020 stores opened <2019	8.7%	11.8%	19.7%	12.5%	19.6%	16.9%	12.5%

Source: company information

1) Includes 5 stores in Luxembourg

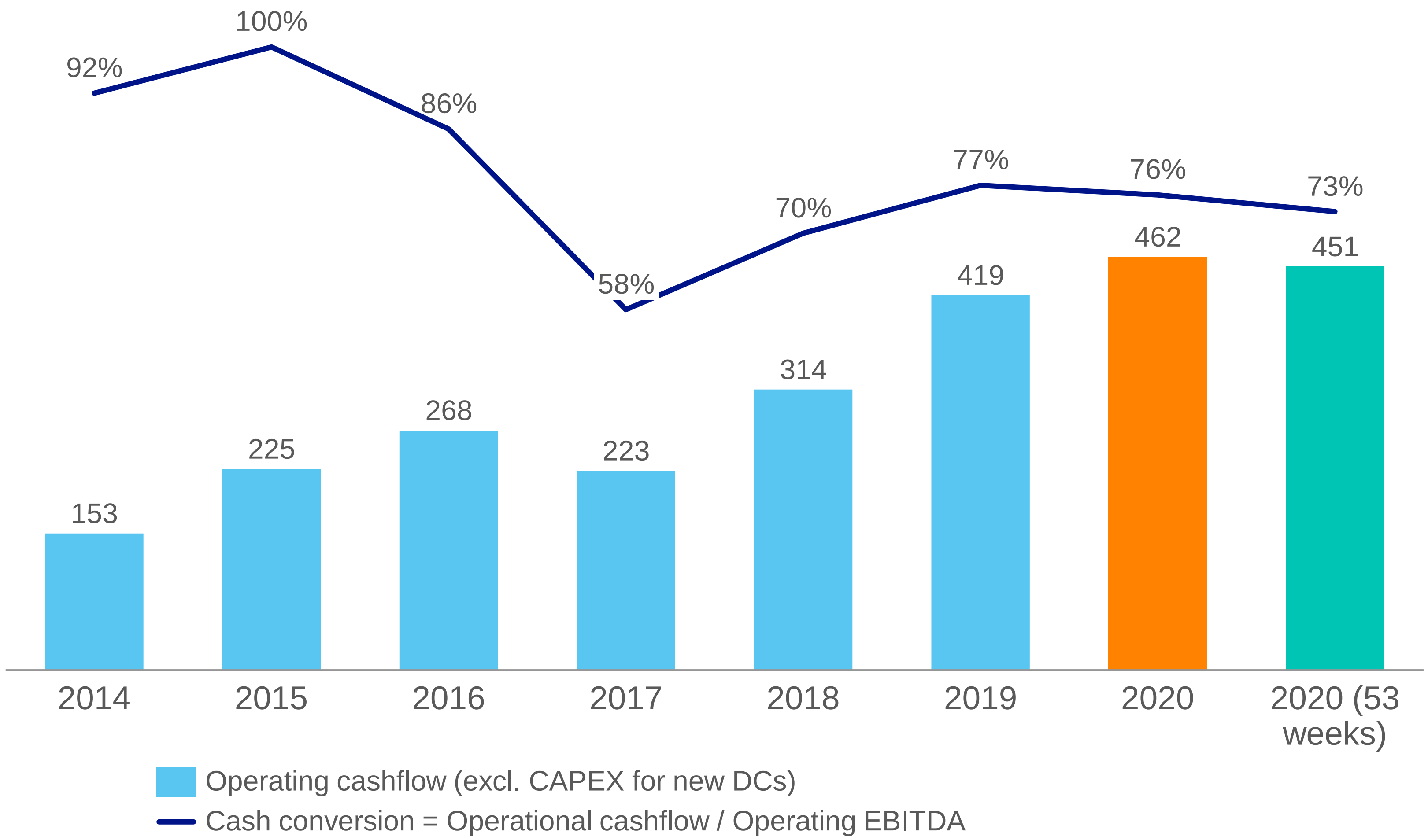
Total CAPEX development



- Lower CAPEX (€37m) versus last year as projects were paused and new store expansion temporarily halted during the first lockdown
- Lower CAPEX spend per new stores reflects continuous efforts to reduce €/m2
- Continued investment in IT

Source: company information

Strong cash flow: 2020 cash conversion of 76%



- Low capital intensity, negative working capital and fast payback for new stores lead to strong cashflow, notwithstanding Covid-19 impact on timing of sales and working capital and required cash management
- Cash and cash equivalents end of week 53 was €590m (excludes €100m unused revolving facility)

Source: company information

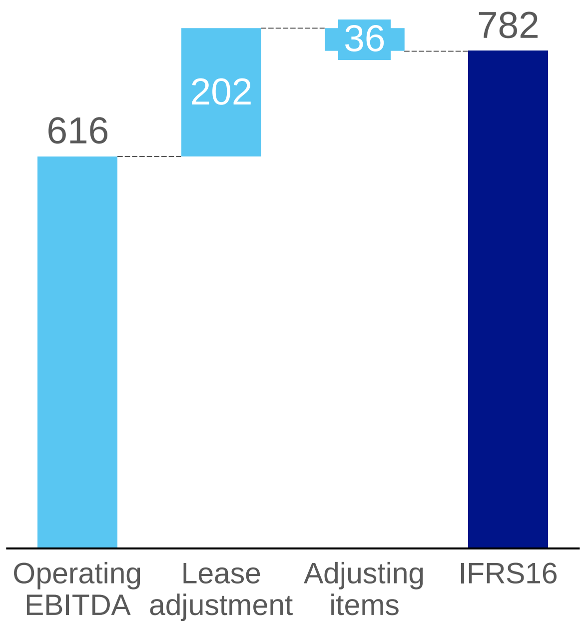
Overview of high-level financials

	2019	2020	*Change (vs 2019)*	*2020 (53 weeks)*	*Change (vs 2019)*
Net sales (€m)	**5,114**	**5,569**	*+8.9%*	**5,637**	*+10.2%*
LfL sales growth	**5.6%**	**(1.4%)**			
Operating EBITDA (€m)	**541**	**609**	*+12.4%*	**616**	*+13.8%*
EBITDA margin	**10.6%**	**10.9%**		**10.9%**	
Cash conversion	**77%**	**76%**		**73%**	
Number of stores (end of year)	**1,552**	**1,716**	*+164*	**1,716**	*+164*

Source: company information

Impact of IFRS16 on Action 2020 financials

EBITDA (€m)[1)]



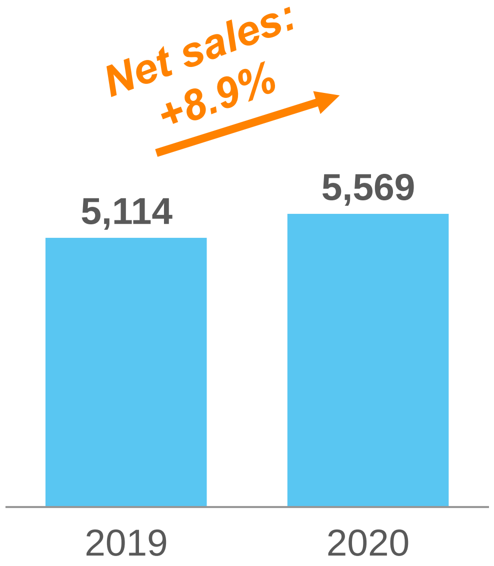
RIGHT-OF-USE ASSET AND LEASE LIABILITIES (€m)

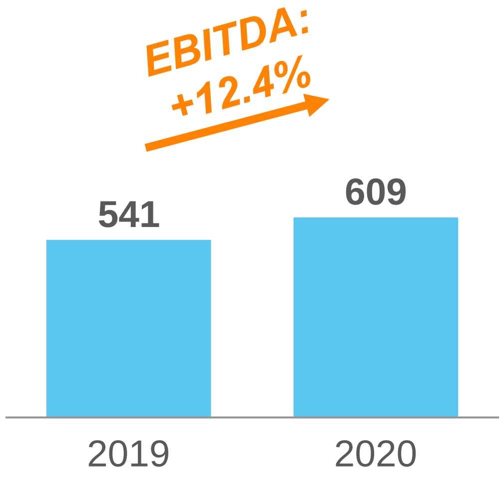
- The average lease period of Action's store portfolio is 3.4 years but differs per country
  - Action is desired as a tenant by landlords as it drives traffic to the destination
  - At the end of a lease Action receives competitive pricing for renewals
- IFRS16 impact on other financials 2020:
  - Lease adjustment: €202m (2019: €179m)
  - Depreciation right-of-use asset: €190m (2019: €170m)
- Adjusting items mostly non-recurring cost for long-term incentive plans

1) 2020 based on a 53 week financial year

Source: company information

Summary 2020 financial performance





Strong LfL performance

- Strong normalised LfL growth in all countries between lockdowns
- Product offering tailored to meet changing customer demand

Country EBITDA

- Strong LfL shows operating leverage in all countries
- Additional Covid-19 related opex

Supply Chain

- Mitigated availability issues over the summer
- Covid-19 related complexity

+

Very strong performance between lockdowns and continued investments to support growth

- Store expansion and projects halted during the first lockdown
- Strong focus on cash management and stock levels
- Start-up costs of new DCs and investments in IT
- Incremental investments to strengthen capabilities in commercial, planning, digital, supply chain and support
- Expansion of Czech and Italian team

Source: company information

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Current trading 2021 – situation by country at 17/3/2021

Country	m2 per customer	Stores open	Click & Collect	Shopping by appointment	Assortment
NL	25*	n/a*	Y	All*	Full
BE	10	All	Y	N	Full
LU	10	All	N	N	Full
DE	10/20/40**	157 out of 391	N	214 stores	Full, 18 stores essentials only***
FR	10	554 out of 572	N	N	Full
AT	20	All	Y	N	Full
PL	15	All	N	N	Full
CZ	15	All	N	N	Essentials only (~53%)

** As of 16 March: max. 50 customers per 20 minute timeslot*
*** For fully open stores: first 800m2; 1 customer per 10m2 and above 800m2, 1 customer per 20m2. For Click & Meet stores: 1 customer per 40 m2*
*** 2 stores closed

Source: company information

Current trading 2021

- Negative LfL sales P1 and P2, turned positive in P3
  - → Netherlands, Germany and Czech Republic heavily impacted by store closures
  - → YTD LfL week 10 of >25% in Belgium, France, Luxembourg and Poland
- Supply chain and DCs are operating well with good product availability
- 2021 store expansion plan on target with store openings above last year in Q1 so far
- Cash and liquidity currently €525m

Source: company information

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Action is one of Europe's best retail growth stories…

- ✓ Action is one of the most successful retail growth stories in Europe
- ✓ Action story is stronger from the pandemic
- ✓ 2023 business plan targets are unchanged

	2020	2023
Sales	€5.6bn	c.€9.0bn
EBITDA	€609m	>€1bn
# Stores	1,716	c.2,750
# Countries	8	>12
# DCs	9	c.15

3i provides long-term capital backing and strong governance

Governance

3i provides active and responsible governance with a focus on the ASR agenda

Long-term vision

3i brings an ambitious, growth-orientated long term mindset to Action

Investment

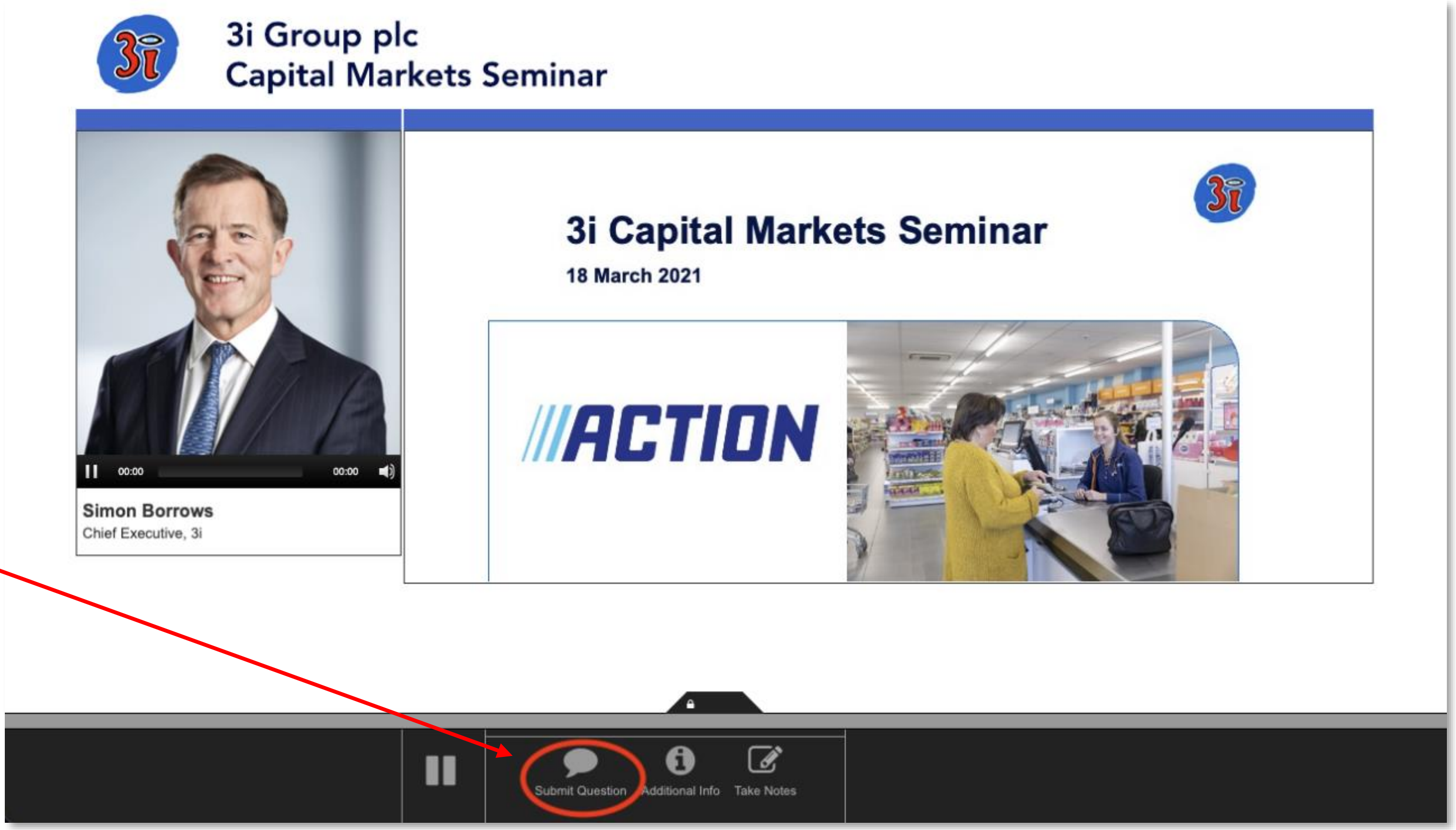
Prioritisation of investment in Action’s infrastructure continues to drive value creation for all stakeholders

Values

3i leadership protects and supports Action’s customer values and culture

Submitting questions

Click here



Thank you for your attention!