



Inspiring Travel Hospitality with entrepreneurial spirit

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INSPIRING TRAVEL HOSPITALITY
WITH ENTREPRENEURIAL SPIRIT



01

About Areas

Our Purpose

To create outstanding F&B travel experiences for our guests: designed with expertise and human spirit while energizing the world towards a better future.

Areas takes pride in being an international leader. We are experts operating in the travel dining and retail space. At Areas, we believe there's more to traveling than just getting from one place to the next. We're here to **enhance** and **transform that experience**.



Our Values

Commitment

We are committed to and passionate about our work. We empower our people to deliver the best experience to the traveler. Commitment, effort, team spirit and caring are in our DNA

Responsibility

We strive to ensure that all our actions are implemented with integrity, being trustworthy and transparent.

We aim to source locally and support actions that positively impact our society, environment, our teams, and clients

Service-oriented

Everything we do is designed to deliver excellent service and total satisfaction, exceeding expectations for customers and partners, and ensuring they recommend us because we hold ourselves accountable to deliver these results.

Innovation

We foster an innovative culture, sharing new ideas, being curious and promoting a spirit of continuous improvement through creative and digital solutions.

We anticipate client requirements and adapt to the needs of the customer, making the most of the surrounding opportunities.

Operational Excellence

Through our winning spirit, our commitment for continuous improvement and a high standard of performance, **we aim for agility and operational excellence** to generate value and retain our customers, our teams, and our partners to become the benchmark in our industry.

Collective Strength

We are enriched by the diversity of our teams. We recognize, consider and value each person, team and country, celebrating differences, making equality and inclusion a priority. We combine the strengths of our teams and support the spirit of cooperation to progress together. We strive to foster authentic relationships, being attentive and listening to one another to establish and maintain a climate of trust. We recognize ALL wins and successes, supporting each other.

Our History

More than 50 years

Established in 1968, Areas was created with a commitment to high quality services for those passing through major transportation hubs.

Since then, we have evolved into a global player in the hospitality industry. We span across a variety of service areas including food and beverage hospitality, speciality retail, news and gifts, and convenience stores.

Areas starts operating in airports and enters **Portugal**



1992

Areas enters **Latam** and Elior becomes a **shareholder**



2001

Areas enters the **Italian market**



2008

Elior consolidates 100% of Areas capital



2015

Areas initiates a new stage of growth after Covid period



2022

1968



Areas is founded in Spain and opens the 1st motorway travel plaza

1993



Areas enters **French** concession **market**

2006



Areas enters the **USA** airports **market**

2009



Areas enters the **German** market and **USA** turnpikes

2019



PAI Partners acquires Areas. The company recovers its autonomy

2024



Areas continues its expansion and focuses on growing in existing markets

Market & Business Model



Areas offers a broad range of services spread across **11 countries in Europe and the Americas**, designed to meet the needs and expectations of domestic and international travelers.

Our unique services combine the very best in contemporary catering to ensure comfort and efficiency for travelers in **airports, train stations, motorway travel plazas and leisure locations**.

2,000 Points of sale

20,000 Employees

€350 M Customers

€2,2 M Revenues

Where we are

You can find us operating across motorways travel plazas, airports, train stations and leisure centers alike. From Spain to France, the USA, Italy and beyond, we are making our presence known in **11 countries throughout Europe and America.**

We are experienced in the sector with numbers to back our expertise. With millions of guests and thousands of employees and restaurants, we drive business and change.

Locations:

202
Motorways
travel plazas

81
Airports

78
Train stations

27
Leisure &
City Center



France

The #1 travel hospitality provider in France

Areas is a Food&Beverage leader in France with a unique presence in four markets throughout the whole country: motorways, railways, airports and leisure parks.

Areas has an unprecedented position in France with a presence lasting over 50 years. It has been a trailblazer in the travel retail market, developing the first concessions in motorways and airports in the 70s, introducing the first franchises of the early 2000s and entering the leisure market in 2010. Over these five decades, Areas has developed strong expertise in managing extreme customer traffic flow, developing tailor-made food & beverage offers through a unique portfolio of international brands and local concepts, and creating unique guest experiences for both domestic and international travelers.

Areas France relies on strong pillars to maintain its leader position and support its growth: talented teams focused on customer satisfaction and operational excellence, customized & innovative offers on design, products & experience enhanced by digital capabilities, strong social and environmental commitments and value creation for all its teams and partners.

We are located in the main railway stations as Gare du Nord, Gare de Lyon, Gare de l'Est, Montparnasse or Lyon Pardieu, most important airports as Charles de Gaulle, Orly, Toulouse, or Lyon, and motorway travel plazas such as Mornas, Assevillers, Limours, Orléans, Mionnay, Poitiers, Bourges, Macon, Toulouse or Lançon.

This Business Unit also manages operations in Belgium and Luxembourg.



Sites	161	105	11	38	7	6,903 Employees
Points of sale	604	224	72	114	75	
	Total	Motorways	Airports	Railways	Leisure& cities	

Spain

Leading the way with innovative concepts

Areas in Spain operates out of different travel hubs including motorways, airports, train stations and trade fairs. On top of our culture of operational excellence, we have in-depth knowledge of traveler and partner needs. Through our different restaurant concepts, we always offer perfectly tailored experiences that satisfies millions of guests at our outlets every day.

We have a well-balanced portfolio of our own brands and concepts in restaurants and retail that enables us to reach travelers' different needs. We include world-famous brands like Starbucks and Burger King, well-known Spanish franchises such as MásQMenos, co-branding concepts with leading suppliers, and our own brands like Deli&Cia, COMO, Airea and Farine.

We promote innovative concepts, drawing from grab&go, fast food, and Michelin-star chefs. From nutritious options to international offerings, we provide hyper-personalized responses, foster engagement and, above all, ensure a memorable meal for guests.

In Spain Areas has presence in 20 airports (among them in the main ones as Madrid, Barcelona, Palma Mallorca or Alicante), in the main motorways throughout the country, and in the main train stations as Barcelona Sants, Madrid Atocha and Chamartin or Valencia Joaquin Sorolla.



Sites	114	62	18	27	7	5,296
Points of sale	618	330	164	95	31	Employees
	Total	Motorways	Airports	Railways	Cities	

Portugal

A major presence building outstanding partnerships

Our company is present in Portugal’s four major airports: Lisbon, Porto, Faro, Funchal and at highway travel plazas. We have operated in Portugal since 1992 and have continued to grow in the country since then. Built on a culture of operational excellence, We do business in Portugal through a variety of our own brands, franchises and co-branded products with leading suppliers. During all these years of expansion, we have developed concepts with a highly specialized local identity and sense of place that includes local and traditional Portuguese products.

In the various markets where we do business, we have a tight-knit connection with concessions clients who are also Areas’ partners in certain cases: ANA Aeroportos - for the Portfolio Brand managed by the company Freito de Portugal that belongs to Areas. BRISA - Areas and BRISA have created the joint venture, BAS - Brisa Areas de Servicio, for the Colibri brand. ANA Aeroportos is the portfolio brand managed by the company Freito de Portugal that belongs to Areas.



Sites	7	6	1	952 Employees
Points of sale	62	60	1	
Total		Airports	City	

Italy

Satisfying guests with competitive offerings with culinary expertise

Areas Italia, known as MyChef Ristorazione Commerciale Spa, is a leader in hospitality and travel retail. Through comprehensive and competitive design, it meets all the requirements of guests and partners in the area of commercial catering.

We offer tailor-made services, including global brands, local cuisine, classic dining options, take-away solutions, gourmet restaurants, lounge areas and vending machines.

We aim to work with operators and all stakeholders to better satisfy the demands of increasingly discerning travelers.

The culinary offer counts with the expertise of chef Michelangelo Citino (awarded as Airport chef of the year in the FAB awards).

Areas in Italy leads the airport market and is growing its presence in train stations.



Sites	46	22	13	8	3	2,069
Points of sale	124	22	80	14	8	Employees
	Total	Motorways	Airports	Railways	Cities	

Germany

A major player, from leisure spaces to railways

Areas is in the market in Germany with 20 owned brands. Most of them are at Center Parcs.

We have a variety of Buffet Restaurants and À-la-Carte-Restaurants for guests to choose from. We also cover the retail business within 5 of 6 parks by operating the supermarkets in those parks.

We have also implemented new digital services like click & collect, order kiosk systems and order&pay@table.

Regarding railway markets, we were handed over a Burger King at Dresden main station which we operate till our big Dresden opening of the new Burger King together with Eataly and our own concept Speckmann's.



Sites	15	3	1	6	5	1,064
Points of sale	73	10	1	52	10	Employees
	Total	Motorways	Airports	Leisure	Railways	

USA

Expanding our reach through operational excellence

Areas arrived in the United States with a bang in 2006 when it landed its first US contract with the highly coveted Miami International Airport. Ever since, Areas USA has continued to expand its operations to locations in nine premier airports and major travel plazas in three states. In a country with the highest number of airports by far, Areas USA is poised for exceptional growth in quality airports with healthy passenger traffic and spend. With its focus on operational excellence, exquisite design, distinct concepts and social and environmental endeavors, Areas USA will continue to gain an increasingly larger share of the US market.

Today, Areas USA operates restaurants and stores in Miami International, Orlando International, Detroit Metropolitan International, Los Angeles International, Hartsfield Jackson Atlanta International, Newark Liberty International, Chicago O'Hare International, Minneapolis - St. Paul International, Indianapolis International, all of the plaza's on Florida's Turnpike, Maryland's I-95 and West Virginia's Route 77. Headquartered in Miami.



Sites	19	10	9	1,686 Employees
Points of sale	135	61	74	
Total		Motorways	Airports	

Latam (Mexico & Chile)

Transforming the travel retail and dining ecosystem

Areas manages over 168 hospitality and retail establishments in Mexico and Chile's major airports and hotels, providing travelers with quality service that allows them to enjoy their travels no matter their destination.

Grupo Areas Mexico continues its upward expansion, boasting locations in Guadalajara Airport, in Mexico City Airport, and retail stores across Ciudad Juarez, Monterrey, Durango, Mazatlán, and Torreon hand by hand with OMA Group.

Areas in Chile is the reference operator at Santiago de Chile airport, with new establishments and owned brands like Briciole, Farine and Deli&Cia among others.



Sites	26	22	4	1910 Employees
Points of sale	154	135	19	
	Total	Airports	Hotels	



Sites	1	365 Employees
Points of sale	13	
	Airport	

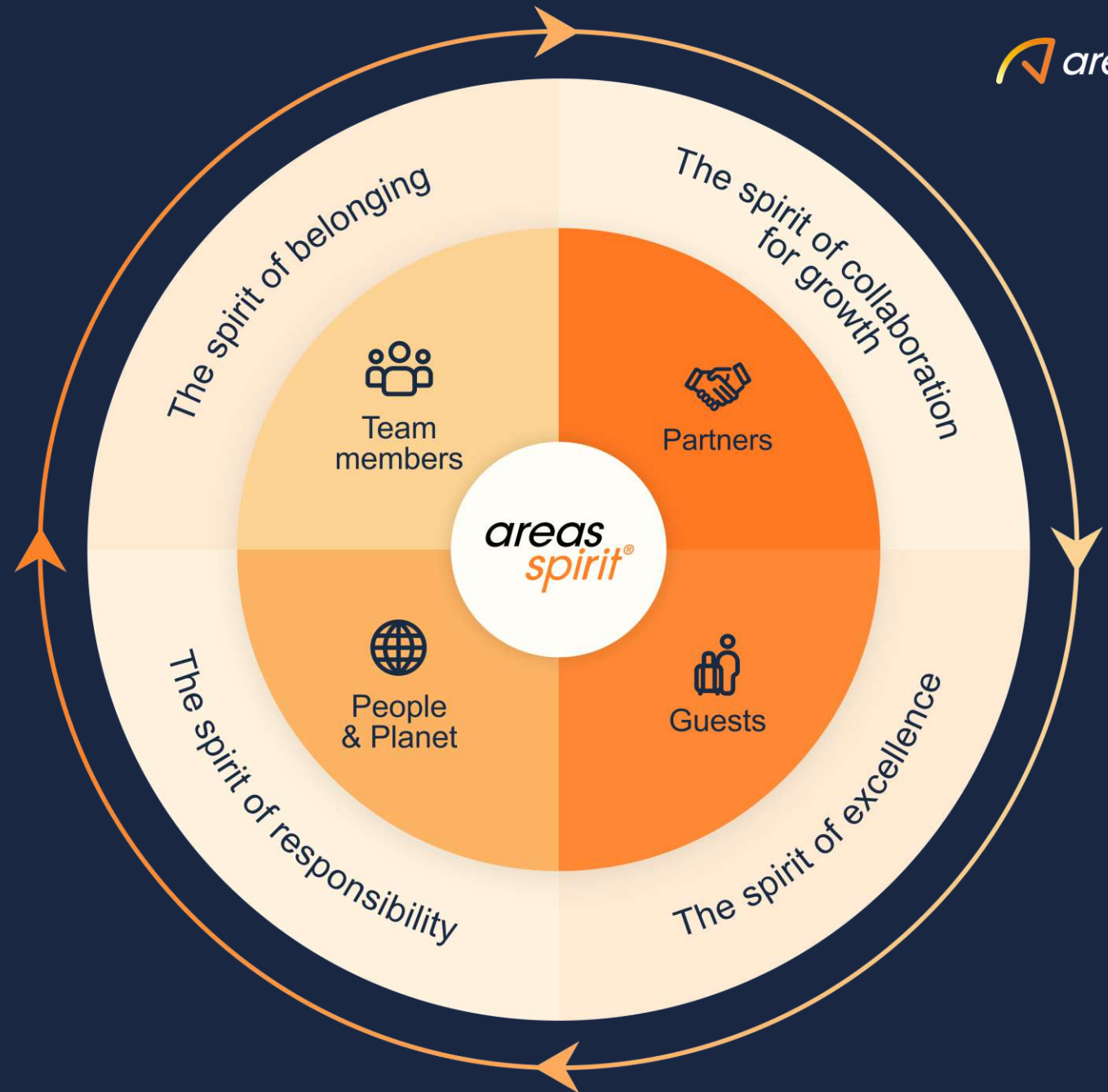
Our Methodology

Through our years of experience and perfecting what we do, we came up with our own unique methodology: **Areas Spirit**.

Areas Spirit encompasses four pillars: **Team Members, Partners, Guests, and People & Planet**.

We're committed to fostering excellence, belonging, growth and responsibility.

We want our team to feel heard, our partners to be involved in a strong shared connection, our guests to feel cared for and our planet to be impacted positively.



INSPIRING TRAVEL HOSPITALITY
WITH ENTREPRENEURIAL SPIRIT
2024

02

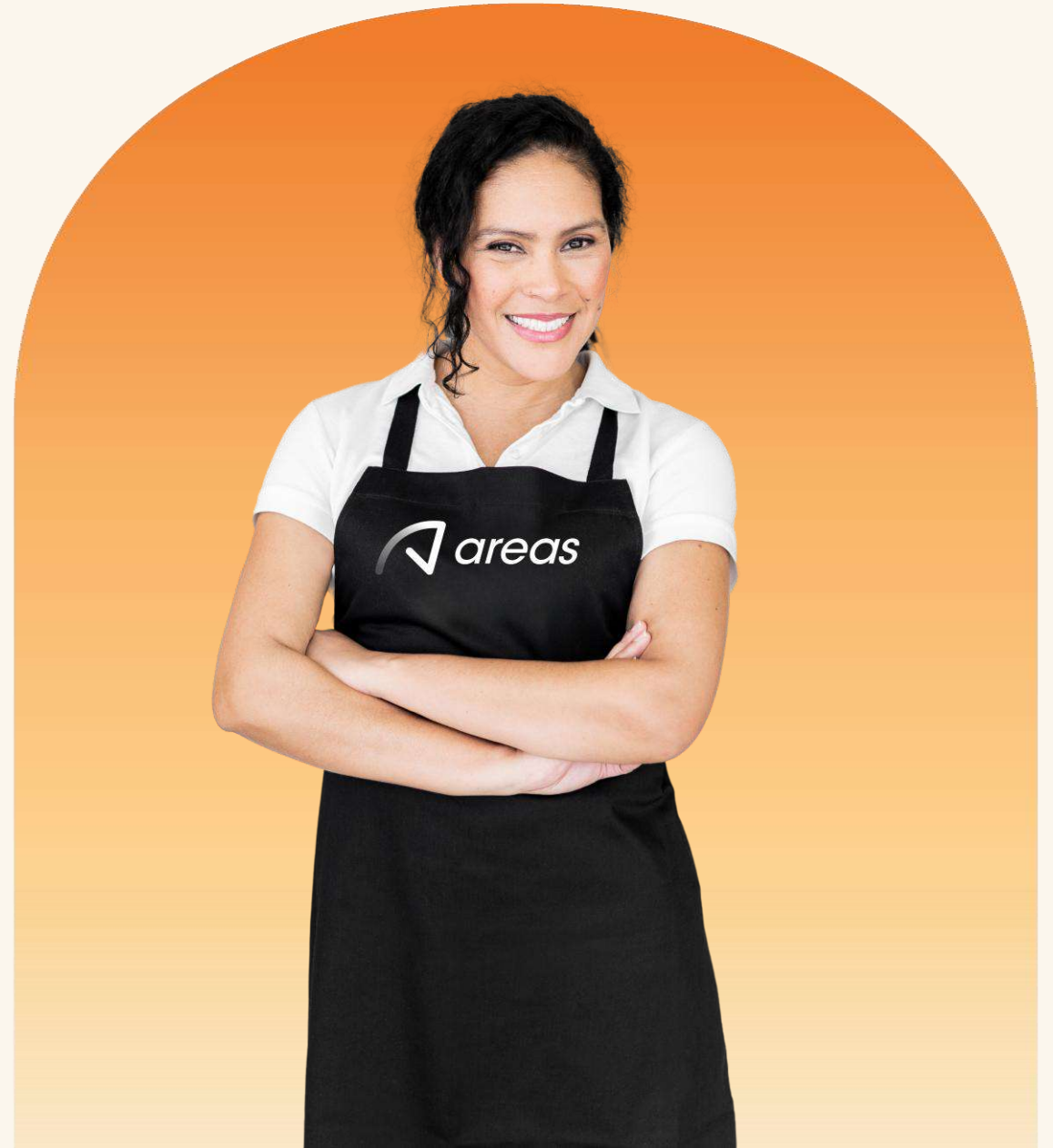
Team members: Spirit of belonging

Fulfilling the needs of millions of local customers at a global scale requires a perfectly aligned team with a shared vision.

And with 20,000 team members from 11 countries, unity means everything. That's why we foster a culture of motivation and engagement through our team initiatives.

We recognize a job well done and our internal development programs reward team members with opportunities for growth in their career paths. Through it all, we maintain a commitment to our Diversity, Equity & Inclusion Policies at every level.

And we make sure our team members know their worth. Internal communication is crucial and we work to keep our team connected and make every member's voice heard.



02. TEAM MEMBERS

Culture

Our goal is to build a strong culture in which everyone is included. Our values and mission unify our team members and inspire them daily.

There are a number of ways we build culture within Areas. We have instilled values and a code of ethics, and have developed a communication platform and legal & compliance practices. We have developed and implemented diversity, equity, and inclusion policies that make every voice heard.

We are committed to social responsibility and to enriching the local environment through our actions.



02. TEAM MEMBERS

Management Committee



Yves Lacheret
CEO Areas France



Óscar Vela
Areas CEO



Sergio Rodríguez
CEO Areas Spain and Portugal



Eduardo Torres
CEO Areas Latam



Carlos Bernal
CEO Areas USA



Sergio Castelli
CEO Areas Italy and Germany



Salvador Campaña
CFO Areas



Montse Adán
CCO Areas



Mathieu Herrero
Concepts & Standards Director

INSPIRING TRAVEL HOSPITALITY
WITH ENTREPRENEURIAL SPIRIT

2023



03 Partners: Spirit of Collaboration for Growth

In all our collaborations, we bring the local and the personal into a sector defined by the international.

We use our human touch to grow with our partners, building strong, long-lasting, one-on-one relationships. We bring forward experience, business intelligence and operational excellence, all governed by our policy of transparency.

Our global presence puts us on the cutting edge of trends and innovations, and we constantly seek new opportunities for growth and continuous improvement. We share this knowledge in our reports and leverage it to co-create original concepts that capture the specificity of each destination according to each partner's needs.

Our unique logistics know-how combines with excellent levels of service across the world. It's how we've earned our close relationships with top suppliers and brands, and our proven track record shows it.





Landlords

Our partnerships are dedicated to shared success for a better future. Ensuring collaborative growth by continuously strengthening these relationships is our standard.

We are the partner of preference for a large and growing international network of land holders, and we maintain one-on-one relationships with each and every partner.

Suppliers

Areas is focused on long term, personal, one-to-one relationships with suppliers.

This connection with suppliers is **key to reducing our environmental footprint.**

We look for local suppliers so we can create offerings tailored to the specific regions where we operate. This way the local community grows with us.

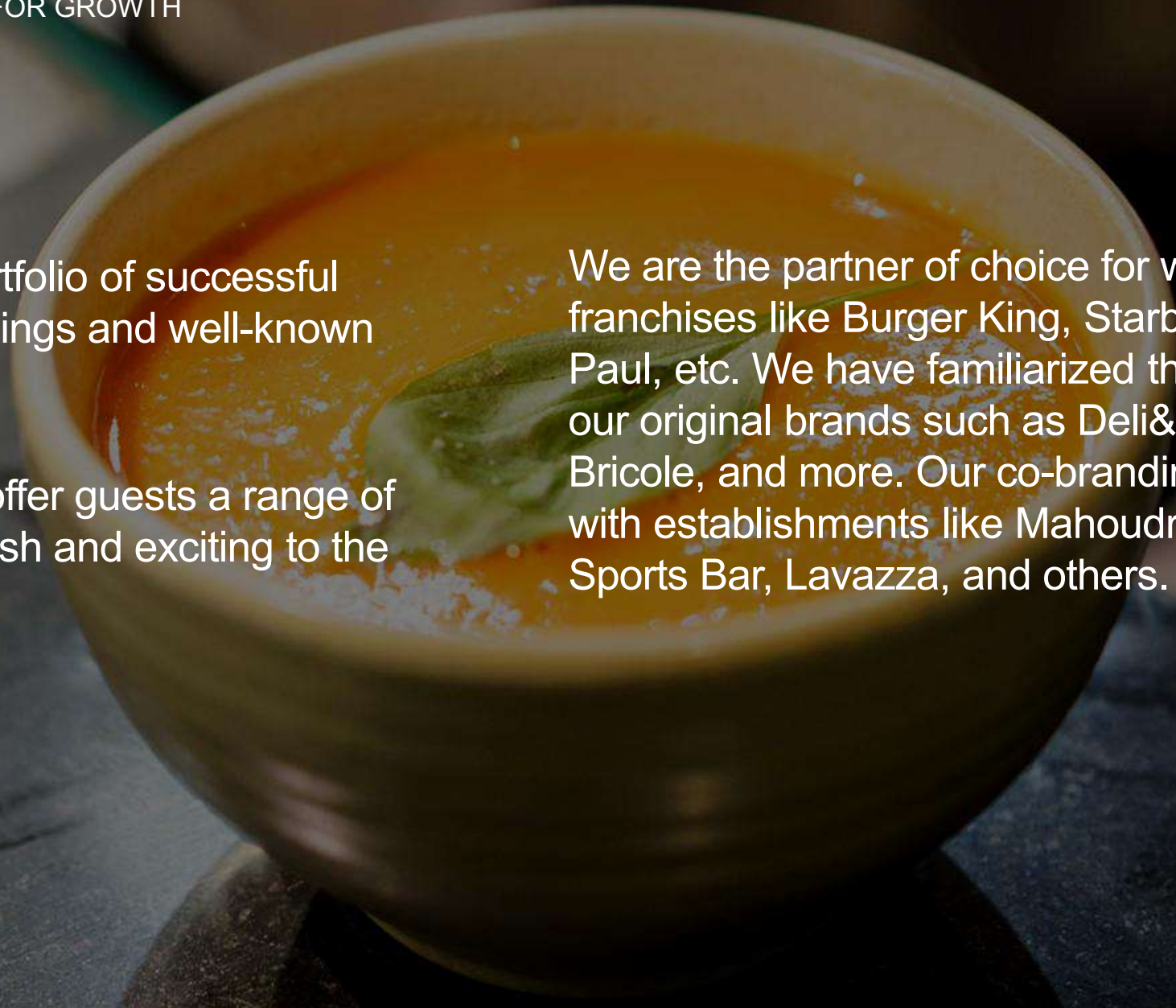


Brands

We have a balanced portfolio of successful owned brands, co-brandings and well-known franchised brands.

All of these combine to offer guests a range of experiences from the fresh and exciting to the familiar and comforting.

We are the partner of choice for well-known franchises like Burger King, Starbucks, Subway, Paul, etc. We have familiarized the market with our original brands such as Deli&Cia, La Pausa, Bricole, and more. Our co-branding stands out with establishments like Mahoudrid, Corona Sports Bar, Lavazza, and others.



03. SPIRIT OF COLLABORATION FOR GROWTH

Well-balanced Portfolio of Brands & Proprietary Concepts

PROPRIETARY



FRANCHISE



CO-BRANDING



03. SPIRIT OF COLLABORATION FOR GROWTH

Awards



We are renowned for our excellent performance in the sector. From Airport Food Court of the Year to Best Practice for our diversity, equality, and inclusion initiatives, we are continuously to garnering accolades for our innovations.

2008

ADIF Awards - 2008: Two Areas stores awarded as the best concepts in train stations in Spain

FEHR Awards – 2008: Grupo Areas Hotel Company Award recognizing its national and international expansion, 150 million customers and 1.200 POS

ADIF Awards – 2009: Best station store concept - **News & Books**, Sevilla Santa Justa



ASTER ESIC Award – Business Trajectory of Areas

2013



Bronze category naming **Airea** (with Espluga+associates)

2014



Kirei by Kabuki, Adolfo Suárez Madrid-Barajas Airport



Carles Ferrer Salat Awards (Foment del Treball): Areas awarded in the internationalization category



Hostelco Awards
Best concept: **Deli&Cia**

2015



'Hot Concept Senior' of the 'Hot Concept Awards', which recognize those hospitality companies that have stood out for **creating, developing and consolidating modern restaurant concepts**



Foodservice Award Italy
Best concept in Travel channel: **Briciole**

2016



Airport Chef-led and/or Fine Dining offer of the Year: **I Love Paris by Guy Martin** (Charles de Gaulle Airport, Paris)

Airport Food Court of the Year: **My Chef Market** (Milan – Malpensa Airport)



CPK Palm Award 2016
Franchise Partner of the Year

2017



Best Airport Wine Bar of the Year: **Ferrari Spazio Bollicine**

Customer Service Initiative of the Year: **Customer Satisfaction Program Areas WW**



ACI-NA Awards 2017
Best F&B Program in large Airports: **ORD T5 - 2nd place**



CPK Palm Award 2017:
Franchise Partner of the Year

03. SPIRIT OF COLLABORATION FOR GROWTH



2018



Airport Premium Dining Restaurant of the Year:
Kirei by Kabuki (Madrid Barajas Airport)
Airport Street Food offering of the Year: **StrEAT**
Motorway service F&B offer of the year: **À Table!**
Individual F&B offer of the year in a railway station: **COMO**



Best Space & Experience Award:
StrEAT (Ibiza Airport)



Best Airport Bar: **Reilly's Irish Pub** (Los Angeles Airport)
Best Airport Sitdown Restaurant: **Mezza** (Dallas Airport)



XVII Edition of the MC MUTUAL "Antonio Baró" Awards 2018: Prevention of Occupational Risks Award

2019



Airport Coffee, Tea: **Urth Caffé** (Los Angeles Airport)
Regional European Award: **Farine**
FAB Special Distinction Award: **Airport Paris**
Airport Chef of the Year: **Chef Michelangelo Citino** - Areas Italy



Silver Category:
StrEAT

MIA Mystery Shop Awards

Bongo's Best Bar. Areas first place for F&B concessions. Areas ranked one of the top 5 concessionaires.



CPK Palm Award 2019
Franchise Partner of the Year

2020



Oscar Vela, Areas CEO,
"Manager of the year"

Restaurant concept for travelers
Award: **Deli&Cia**
Travelers with us Award: **MQM**



Airport Experience News Awards 2020

Best New Restaurant Awards: **Bud & Marilyn's** (PHL)
Best Local Inspired Restaurant: **Bud & Marilyn's** (PHL)

Best Dining: **Hi-Lo Diner** (MSP)
Best Bar: **The Parlor** (LAX)
Best Retail: **Books & Books** (MIA)

2021



Innovation Americas:
Front of House – Marketing Team,
Areas, Mexico

IV Airport Environmental Award

Commercial client for its commitment and environmental performance:
Málaga Airport

2022



Innovative Team – Areas Iberia
Best practice: diversity, equity and inclusion – Areas Germany and Italy



Talent Category with the
Itaca HHRR program

AECOC

Recognition for 10 years of collaboration in the fight against food waste



Best Design: **StrEAT**

03. SPIRIT OF COLLABORATION FOR GROWTH



2023



Best local-inspired restaurant:
Blue Door Pub at Minneapolis -
St.Paul Int. (MSP) Airport



Oscar Vela, Areas CEO,
“CEO of the Year”



Global Tastemakers
Awards by Food and
Wine: Hi-Lo Diner (MSP)



AMB Awards – Nuevo Pudahuel,
Chile: Best company for
operational and commercial
excellence, and the commitment to
offering the best quality service



Airport Food to Go Offer of the year: **Deli&Cia**
Airport Restaurant Design of the year co-winner: **STK**



Diversity, Equity and Inclusion: **Areas for Change**
Airport Coffee/Tea: **VYTA, Bologna Airport**
Airport Health-Centered Offer: **Deli&Cia**



Front of house team with
‘Areas Worldwide Challenge’

2024



Best Travel Food Service Award: **Sibarium**
Business Management Award: **Areas**



Airport F&B Marketing Campaign of the
Year: **Avios** and **Sabores México**
Airport Health-Centered Offer of the
Year: **La Place**



Airport Casual Dining Restaurant of the Year:
Antonino – Il banco di Cannavacciuolo
Airport F&B Opening of the Year: **Pizza Flor**
Airport Restaurant Design of the Year: **StrEAT**
Airport Sustainability & Environmental Initiative of
the Year: **‘AREAS for Change’** & **‘AREAS for**
Change Challenge’



3 AMB Awards – Nuevo Pudahuel, Chile:

- Providing the best service to our passengers
- Introducing an innovative concept → **Dominó**
- Achieving the highest compliance rate in internal audits (Master SLA)



Innovative Concept:
Sibarium



Smart Retail Award 2024
Store Design

2025



AMB Awards – Nuevo Pudahuel, Chile:
Winners in the Environmental Sustainability Category

INSPIRING TRAVEL HOSPITALITY
WITH ENTREPRENEURIAL SPIRIT



04

Guests: Spirit of Excellence

Guest-centric approach

The guest is at the center of every offering we develop. Our global reach puts us in the perfect position to anticipate trends and changing consumer preferences. We bring that business intelligence to every collaboration with our partners, crafting experiences that are tailor-made to captivate and satisfy.



No two destinations are alike, and no two travelers are the same. We are always **listening to our guests** through **initiatives** like our NPS and Global Guests Satisfaction Survey, and our proactive, results-oriented methodology makes their desires a reality. **Our expansive portfolio** of innovative, bespoke **solutions** speaks to our perceptive, localized and **customer-centric approach**.

From the ground up, we make each guest's experience unforgettable. It starts with our **high quality** supplier network, proven logistics know-how, and expertise in product management and concept engineering, and it all comes together **at the moment of service** by our trained, motivated and productive staff coupled with our state of the art, experience enhancing digital tools.

By serving **each guest's needs**, from healthy and nutritious options to renowned chefs and 150 globally recognized brands, we **set a new standard** for satisfying travel experiences.

We take pride in elevating the expectations of travelers by holding ourselves—and our service—to the highest standard.

From farm to table, our best-in-class people, tools and processes ensure efficiency and extraordinary service at every step of our operations.

Guest-centric approach

Farm

Table



High quality network of suppliers

Superior capabilities that enable to successfully **manage complex sourcing for multiple retail format at attractive conditions**



Unique **logistics know-how** addressing specific needs of restaurants and PoS within travel sites



Expertise in product assortment, format, category management and pricing

Ability to provide the right offering in tenders

Elite teams of professional chefs



Carefully engineered **concepts that are adaptable** to changing passenger flows and ensure speed of service

Focus **on revenue and productivity maximization**

OPEX: Effective control of operating overheads

CAPEX: Specialized in cost-effective construction



State-of-the-art digital apps/tools to enhance customer experience

Deployment of both industry standard and innovative new tools



Trained, motivated and productive service staff

Management of **complex on-site logistics and large workforce**

Maximizing NPS, customer satisfaction and recommendation, and e-commerce reputation

Best-in-class people, tools and processes to ensure efficiency and high quality services

05

People & Planet: Spirit of Responsibility



Our work has a global impact, and with that comes a global responsibility. Using locally-sourced ingredients and promoting nutritious dining options are just part of how we are creating a better future for our environment and our society.



Behind the scenes, our ESG program Areas for Change is guiding us toward a sustainable future by reducing waste, energy use, and greenhouse gas emissions throughout our operations, while enriching the lives of all our team members.

The health of our business and our planet go hand in hand. And that's how we are growing: for profit, for good.

05. SPIRIT OF RESPONSIBILITY

There are many ways to be an entrepreneur.
Ours is based on understanding every opportunity
as a lever of **positive change**.

What change means to us:

- 1 It means creating **new connections**
to generate **positive impact**
- 2 It means accelerating the **transition**
to **sustainable** food experiences
- 3 It means a **new vision** for the **travel industry**, moving toward a better future



We present our program



A change
for the status quo



For the **people**



For the **planet**



For the **future of travel**



For the people

For the planet

For the future
of travel

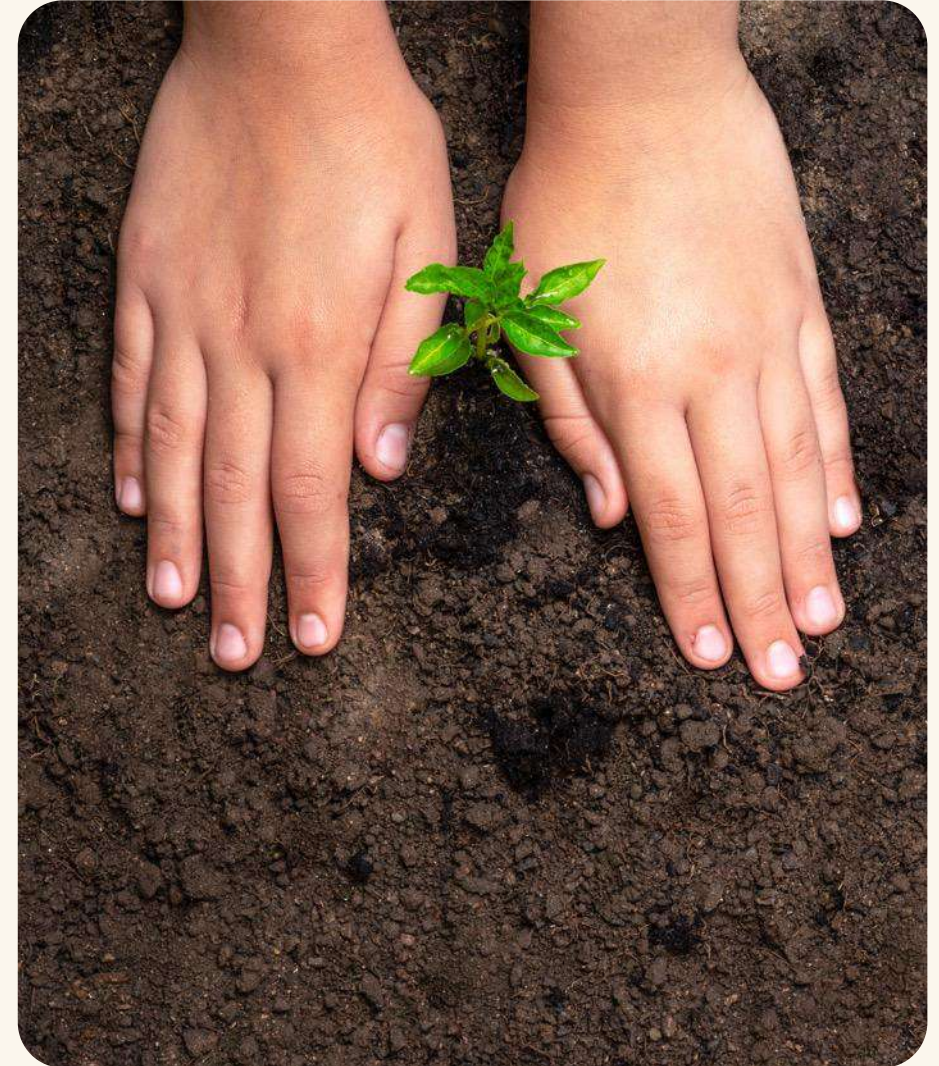
People are at the core of our business

We believe that everyone is unique and important, and we see the individuality of each person as an added value. This is why at Areas we make sure everyone counts, and can find their niche.



Fostering best practices to protect our planet

Our global presence allows us to see the urgency of action. We understand the problems our planet is facing and are working hard to implement best practices across our network.



For the people

For the planet

For the future
of travel

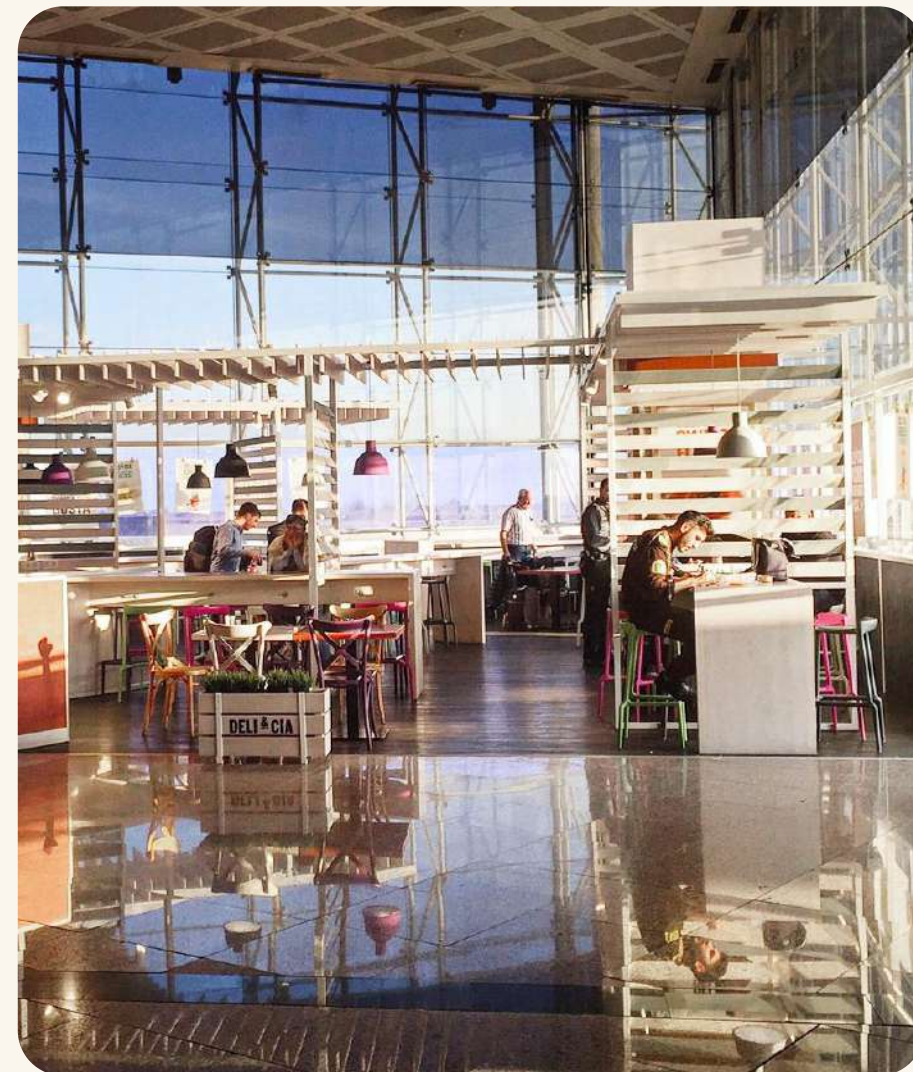
Our world needs urgent change

● For the people

● For the planet

● For the future
of travel

Together with our partners, we work to be at the forefront of that evolution. Finding opportunities is what we excel at. Using them to create a better future is what sets us apart.



For the people

For the planet

For the future of travel



Teams

#1

Fostering wellbeing, security, diversity, equality and inclusion



#CodeOfEthics #WorkPolicies
#WellbeingProgrammes #Equality

#4

Empowering our teams for Positive Impact



#Volunteering #Recycling
#DisadvantageNoMore

#7

Igniting a cultural transformation to create a better future



#Recruitment #Upskilling
#Reskilling #TrainingTheFuture



Partners

#2

Giving back to local communities



#HelpingOthers #Minorities #LocalSourcing
#Ambassadors #LeadtheChange

#5

Heroes for Zero



#GreenEnergy #NoPlastic #WasteManagement
#Circularity #NoSingleUsePackaging

#8

Innovation to fuel the future of travel



#InnovationForChange #AI-PoweredSolutions
#FoodTech #PartneringForChange
#InnovationThatMatters



Guests

#3

Healthier experiences for everyone



#GreenerMenus #HealthyChoices
#FoodForYou #SustainabilityAwakening

#6

Engaging our guests in the sustainability journey



#CommunitiesForChange #BetterBehaviours

#9

More responsible brands for a better future



#Purpose&Profit #PurposefulAdvantage
#WinningWithMeaning



Find us and follow our work: Areas.com – [LinkedIn](#)

2025