



Revitalizing The Travel Hospitality Experience

2026

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About Areas



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

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.

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

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.

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.

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.

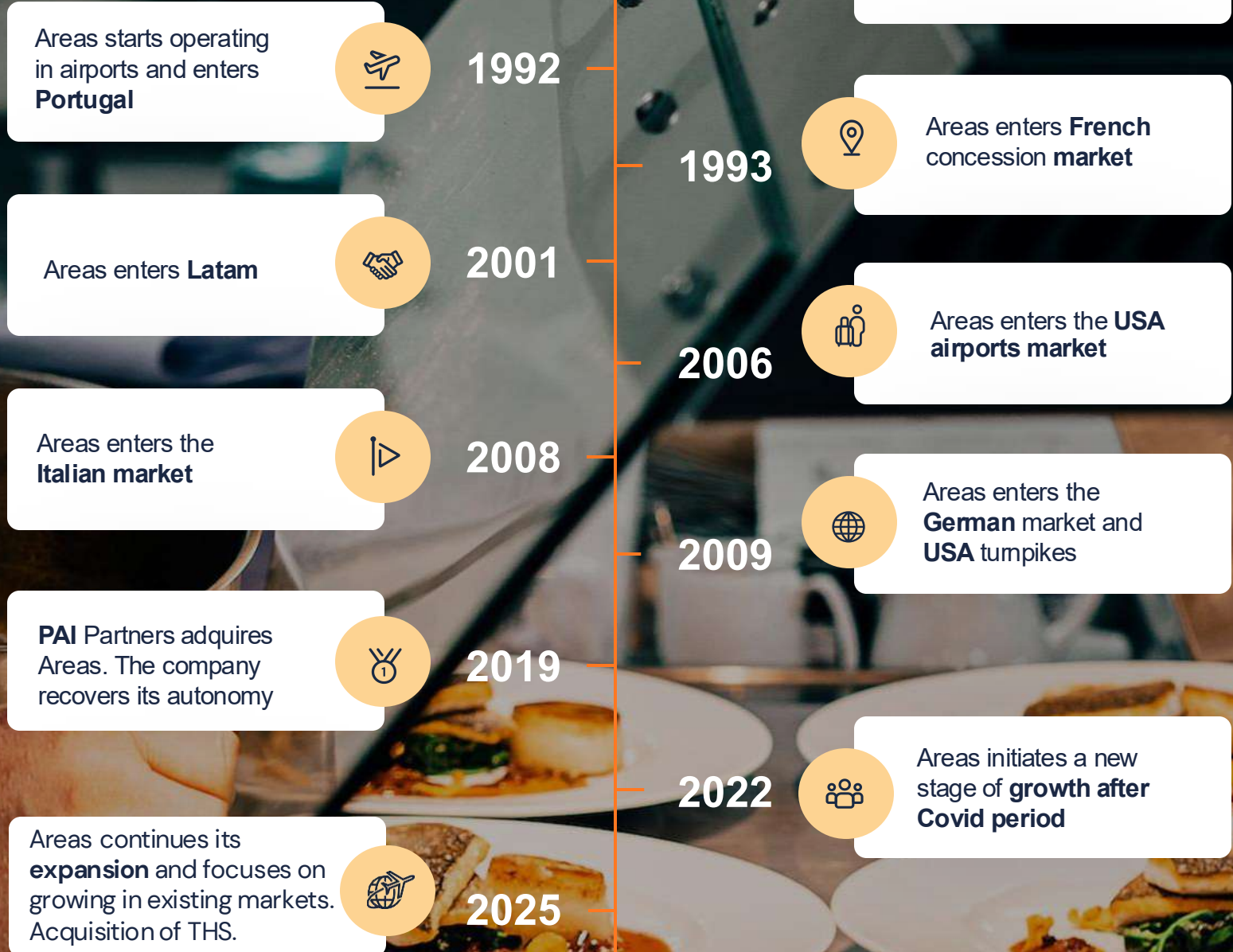
We strive to foster authentic relationships, being attentive and listening to one another to establish and maintain a climate of trust. We recognize ALL wins and successes, supporting each other.

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.



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

24,000 Employees

€350 M Customers

€2,7 Bn Revenues

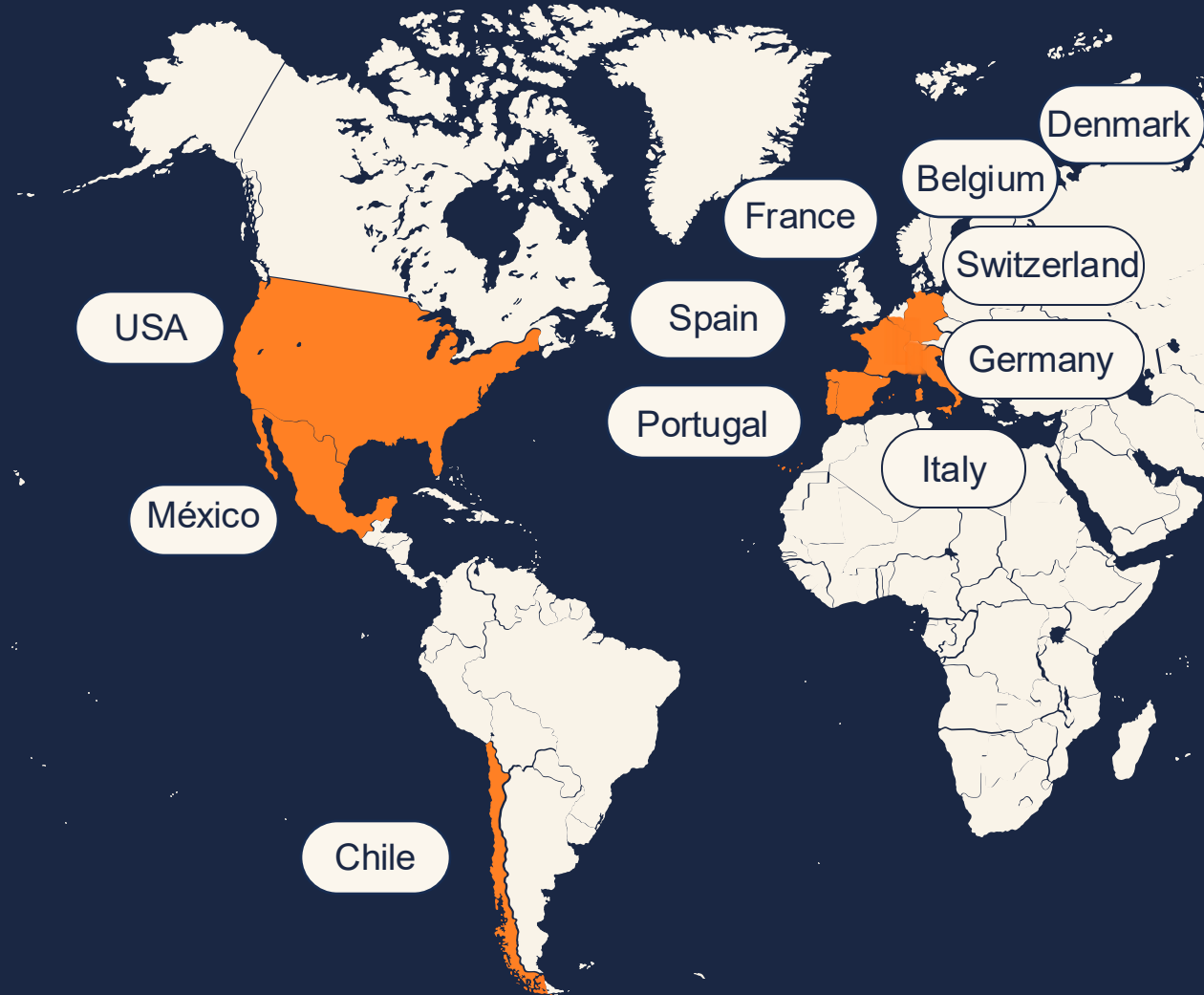
Where we are

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:

209 Motorways travel plazas	100 Airports	76 Train stations	28 Leisure & City Center
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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 been headquartered in Miami and has continued to expand its operations to locations in twenty-seven 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 spending. With its focus on operational excellence, exquisite design, distinct concepts, and social and environmental endeavours, Areas USA will continue to gain an increasingly larger share of the US market.



Sites	39	12	27	6,370 Employees
Points of sale	383	64	319	
	Total	Motorways	Airports	

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 Part Dieu, most important airports as Charles de Gaulle, Orly, Toulouse, or Lyon, and motorway travel plazas such as Momas, Assevillers, Limours, Orléans, Mionnay, Poitiers, Bourges, Mâcon, Toulouse or Lançon de Provence.

This Business Unit also manages operations in Belgium and Luxembourg.



Sites	161	110	10	34	7	6,846 Employees
Points of sale	579	340	109	54	76	
	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 Santagloria, co-branding concepts with leading suppliers, and our own brands like Deli&Cia, Sibarium, 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 19 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	116	64	19	27	7	5,191 Employees
Points of sale	643	335	232	105	31	
	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, Madeira 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 Feito de Portugal that belongs to Areas. BRISA - Areas and BRISA have created the joint venture, BAS - Brisa Areas de Servicio, for the Colibri brand.



Sites

6

Points of sale

59

944

Employees

Airports

Latam (Mexico & Chile)

Transforming the travel retail and dining ecosystem

Areas manages 175 hospitality and retail establishments across Mexico and Chile, serving travelers in airports and hotel environments with high-quality service that enhances their journey, regardless of destination.

In Mexico, Grupo Areas continues to **strengthen** its footprint within existing locations, focusing on expanding points of sale. We have **grown** our **portfolio** to **36 brands** and **concepts** tailored to the traveler, while reinforcing key formats such as **The Market**, to elevate the customer experience and commercial performance across the Country.

In Chile, Areas reinforces its leadership at **Santiago International Airport**, adding **4 new locations in 2025** to reach a total of **19 units** and **14 concepts**. This expansion includes the introduction of **global franchises** such as **Carl's Jr.** and **Subway**, further solidifying a strong and diversified commercial offering.



Sites	27	23	4	1,838 Employees
Points of sale	156	137	19	
	Total	Airports	Hotels	



Sites	1	388 Employees
Points of sale	19	
	Airport	

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	49	22	17	7	3	2,200 Employees
Points of sale	134	22	92	14	6	
	Total	Motorways	Airports	Railways	Cities	

Germany

A major player, from leisure spaces to railways

Areas is currently active in the German market with a portfolio of 20 owned brands, the majority of which are located within Center Parcs. In addition, we have successfully expanded into Denmark through our operations at Nordborg Resort, also in partnership with Center Parcs.

Our offering includes a diverse range of buffet and à la carte restaurants, providing guests with multiple dining options tailored to different preferences. Beyond foodservice, we also manage the retail business in six out of seven parks, operating on-site supermarkets to serve guests' everyday needs.

To enhance the customer experience, we have introduced several digital solutions, including click & collect services, self-order kiosks, and order & pay at table functionalities.

In the railway sector, we marked a significant milestone with the opening in Dresden, featuring a new Burger King alongside Eataly and our proprietary concept, Speckmann's.



Sites	17	2	1	7	7	1,054 Employees
Points of sale	75	5	1	59	10	
	Total	Motorways	Airports	Leisure	Railways	

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.



REVITALIZING THE TRAVEL
HOSPITALITY EXPERIENCE

02

Team members: Spirit of belonging

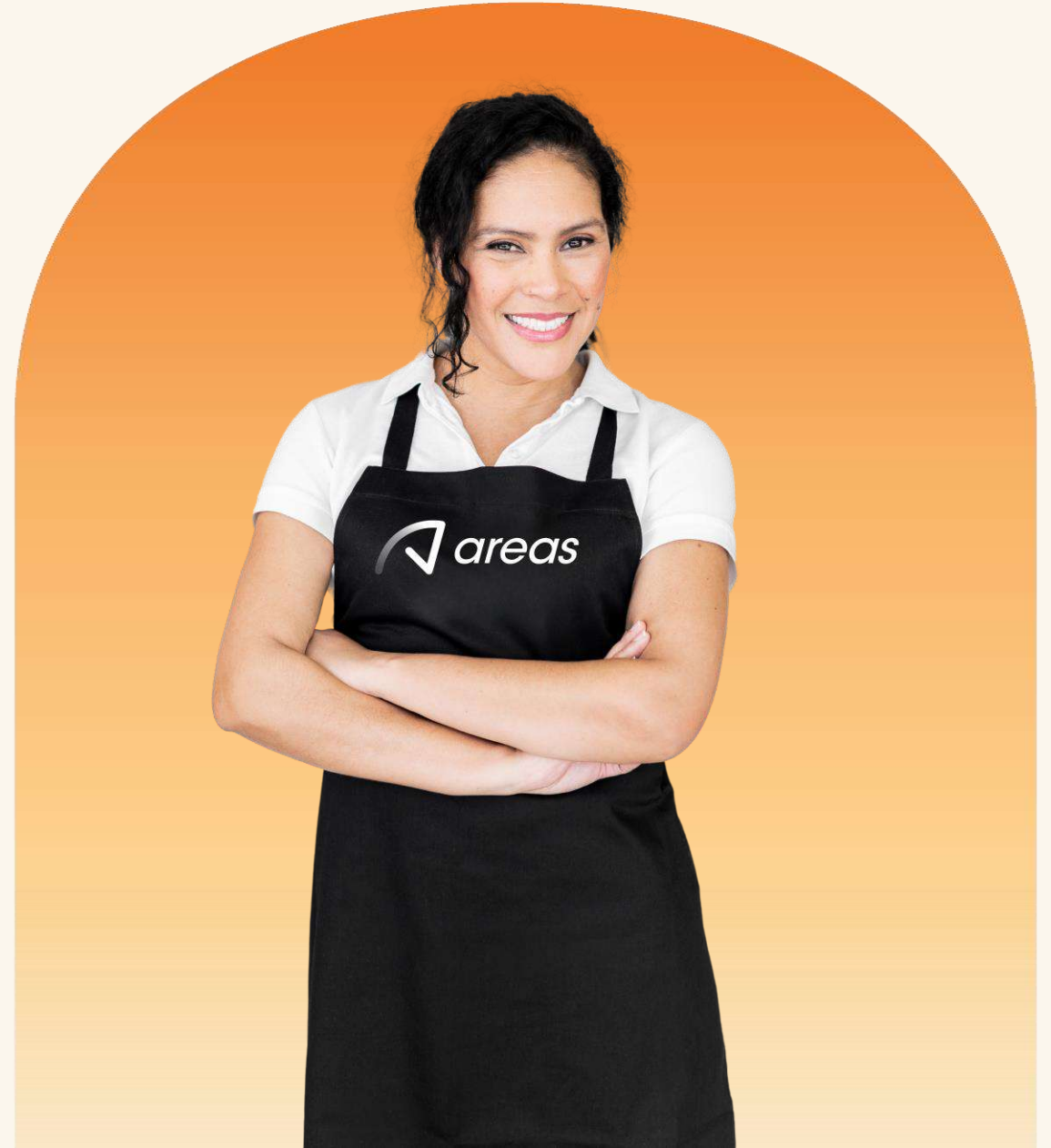


Fulfilling the needs of millions of local customers at a global scale requires a perfectly aligned team with a shared vision.

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.



Management Committee



Carlos Bernal
CEO Areas USA



Óscar Vela
Areas CEO



Mathieu Herrero
CEO Areas France



Sergio Rodríguez
CEO Areas Spain and Portugal



Eduardo Torres
CEO Areas Latam



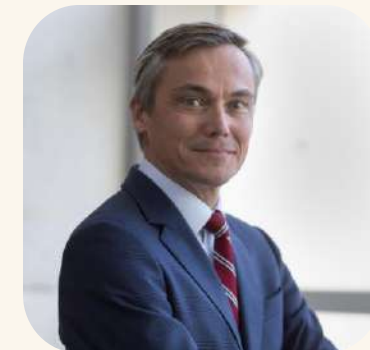
Sergio Castelli
CEO Areas Italy and Germany



Salvador Campaña
CFO Areas



Montse Adán
CCO Areas



Patricio Ramos
Chief Strategy and Development
Officer Areas

DELI&CIA

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, StrEat, Sibarium, Gastro Hub 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



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 **Area** (with Esplugas+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



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



Store Design
Smart Retail Award 2024

2025



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



Airport Chef of the Year:
Javier Plascencia



Airport F&B Offer of the Year:
Madrid-Barajas Airport



Airport Health-Centered Offer of the Year:
Flax & Kale



Enjoyaena awards
Best innovation – SELF



Cegos Award with Equipos & Talento
in the Culture and Transformation
category – **"Pasión Cliente"** Program

2026



**Horeca Awards – Technology
Innovation – SELF**



Mathieu Herrero, Concepts and Standards
Director at Areas, Executive of the Year by
"Marcas de Restauración"

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**.

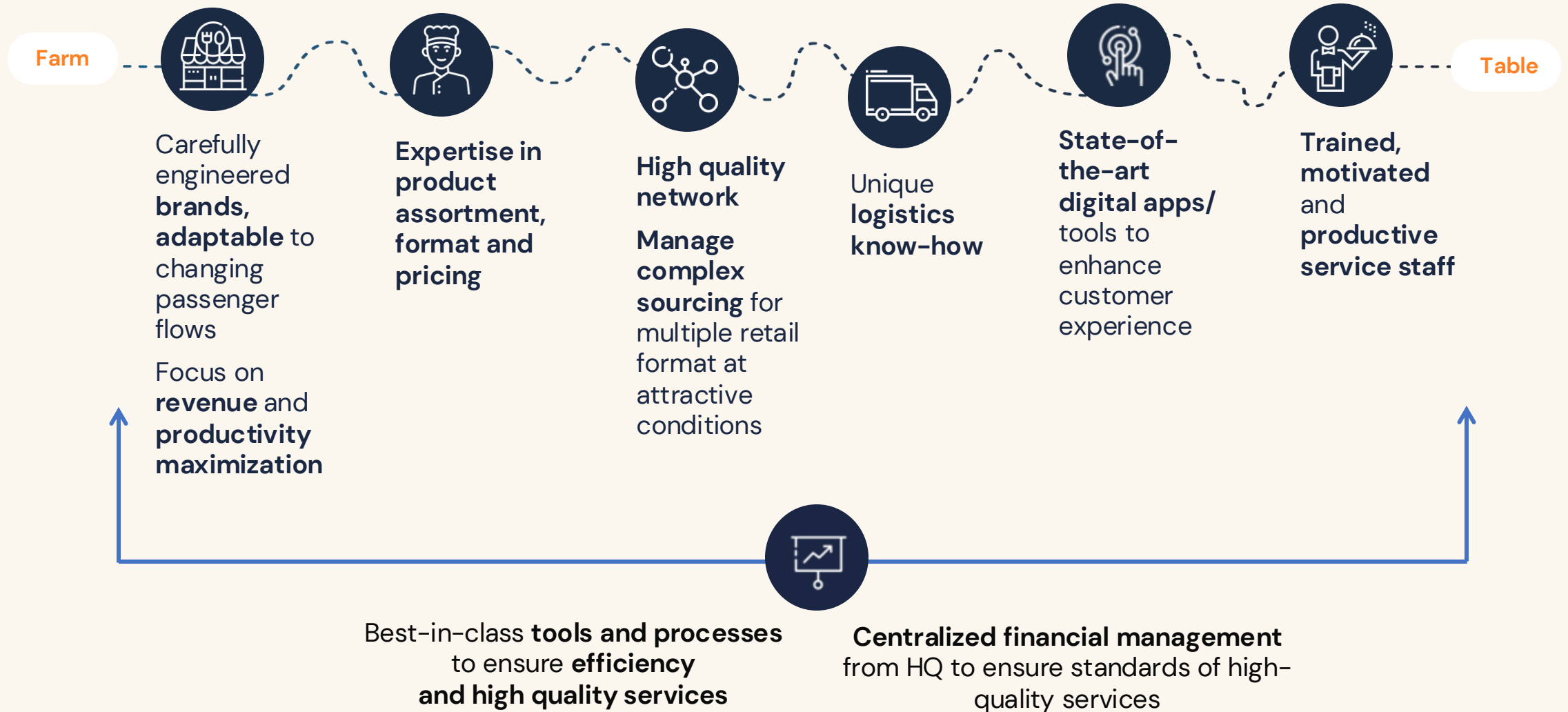
From the ground up, we make each guest's experience unforgettable. It starts with our **high quality** supplier network, proven logistics know-how, and expertise in product management and concept engineering, and it all comes together **at the moment of service** by our trained, motivated and productive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

Operational Excellence: A truly differentiating factor



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
in the status quo



For the **People**



For the **Planet**



For the **Travel Experience**



Our ESG Strategy

Partnerships with more responsible brands for a better future

Committing to brands and suppliers with ESG initiatives.

Consumers and end users

Proactive approach to guaranteeing the highest standards of food quality and safety.

Value creation and client caring

Focus on promoting products that enhance healthy habits and balanced diet among customers.

Climate Change

Mitigation Policies, targets and actions, considering energy consumption and mix.



Own workforce

Work-life balance metrics, adequate wages, diversity metrics, persons with disabilities.

Training and skills development

Attracting and engaging talent, offering learning opportunities to unlock team's potential.

Communities' economic, social and cultural rights

Included as it was one of Areas' strategic pillars (also considered as a material topic by the industry/competitors).

Resource use and circular economy

Actions and resources related to resource use and circular economy.

Pollution and environmental impacts

Actions and resources related to pollution, and transition plans and consideration of environmental impacts in our strategy and business model.



First pillar: For the People

This pillar reflects our commitment at Areas to creating a positive, inclusive and safe environment for employees, communities, and stakeholders.





Second pillar: For the Planet

By driving innovation, empowering for positive impact, and striving for ambitious goals like zero emissions, this pillar aims to **create a healthier, more sustainable future for the planet and future generations.**





Third pillar: For the Travel Experience

Through this pillar, at Areas, we are committed to delivering high-quality products tailored for travelers in various locations, such as airports, motorways plazas and train stations.





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