

Inspiring Travel Hospitality with entrepreneurial spirit

2023

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INSPIRING TRAVEL HOSPITALITY
WITH ENTREPRENEURIAL SPIRIT
2023



01 About Areas

01. ABOUT AREAS

Our Purpose

To create outstanding 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 and passionate about our work. We empower our team to **deliver the best experiences** to travelers.

Innovation

Our global presence puts us on the cutting edge of trends and innovations, and we leverage it to **co-create original concepts** that capture the specificity of each destination according to each partner's needs. Our expansive portfolio of **innovative, bespoke solutions** speaks to our perceptive, localized and guest-centric approach.

Responsibility

We strive to ensure that all of our actions are implemented with integrity, guaranteeing **trustworthiness** and **transparency**.

We aim to support actions that **positively impact** our society, environment, teams, and clients.

Operational Excellence

Through our winning spirit, our commitment to **continuous improvement and a high standard of performance**, we aim for agility and operational excellence. We set the benchmark in our industry by generating value and keeping guests, teams, and partners continuously satisfied.

Service-oriented

Everything we do is **designed to deliver** excellent service and total satisfaction, exceeding expectations for guests and partners. By holding ourselves accountable for delivering these results, we ensure their satisfaction.

Collective Strength

We are enriched by the **diversity of our team**. We recognize, consider and value each person, making equality and inclusion a priority. We combine the strengths of our team members and through the spirit of collaboration we progress together. We strive to foster authentic relationships. Being attentive and listening to one another to establish and maintain a climate of trust is important. We celebrate all our team members, recognizing a job well done.

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

Market & Business Model



Areas offers a broad range of services spread across **10 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**.

1,900 Points of sale

19,500 Employees

350 M Customers

€1,900 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 **10 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.

Points of sale:

844

In Motorways
travel plazas

599

In Airports

237

In Train stations

173

In 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	149	83	11	47	8	6,001
Points of sale	523	255	70	120	78	Employees
	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 23 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	73	23	32	6	4,953 Employees
Points of sale	609	329	173	100	7	
	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	26	19	6	1	854 Employees
Points of sale	103	40	62	1	
	Total	Motorways	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 after Vyta acquisition.



Sites	53	23	18	8	4	1,454
Points of sale	117	23	74	12	8	Employees
	Total	Motorways	Airports	Railways	Cities	

Germany

A major player, from leisure spaces to motorways

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

We have a variety of Buffet Restaurants and À-la-Carte-Restaurants for guests to choose from. We have also implemented new digital services like Click & Collect and Order Kiosk.

Regarding motorway markets, we acquired the brand AXXE in November of 2012, with a fresh offer leading the new healthy trends. This serves as the umbrella brand of 21 motorway travel plazas.



Sites	32	21	1	6	4	1,854
Points of sale	198	135	1	57	5	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	22	13	9	2,167 Employees
Points of sale	133	62	71	
Total		Motorways	Airports	

Latam (Mexico & Chile)

Transforming the travel retail and dining ecosystem

Areas manages over 184 hospitality and retail establishments in Mexico and Chile's major airports, providing travelers with quality service that allows them to enjoy their travels no matter their destination.

Between 2018 and 2021, we became the first operator at the Guadalajara airport and opened approximately 10 establishments, 8 of which are stores as operators of Aero-Market. Additionally, we have recently incorporated concepts such as STK Steakhouse, Tequila Bar by 1800, and two Panda Express locations at Los Cabos International Airport.

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	27	22	4	2,266 Employees
Points of sale	170	148	22	
	Total	Airports	Hotels	

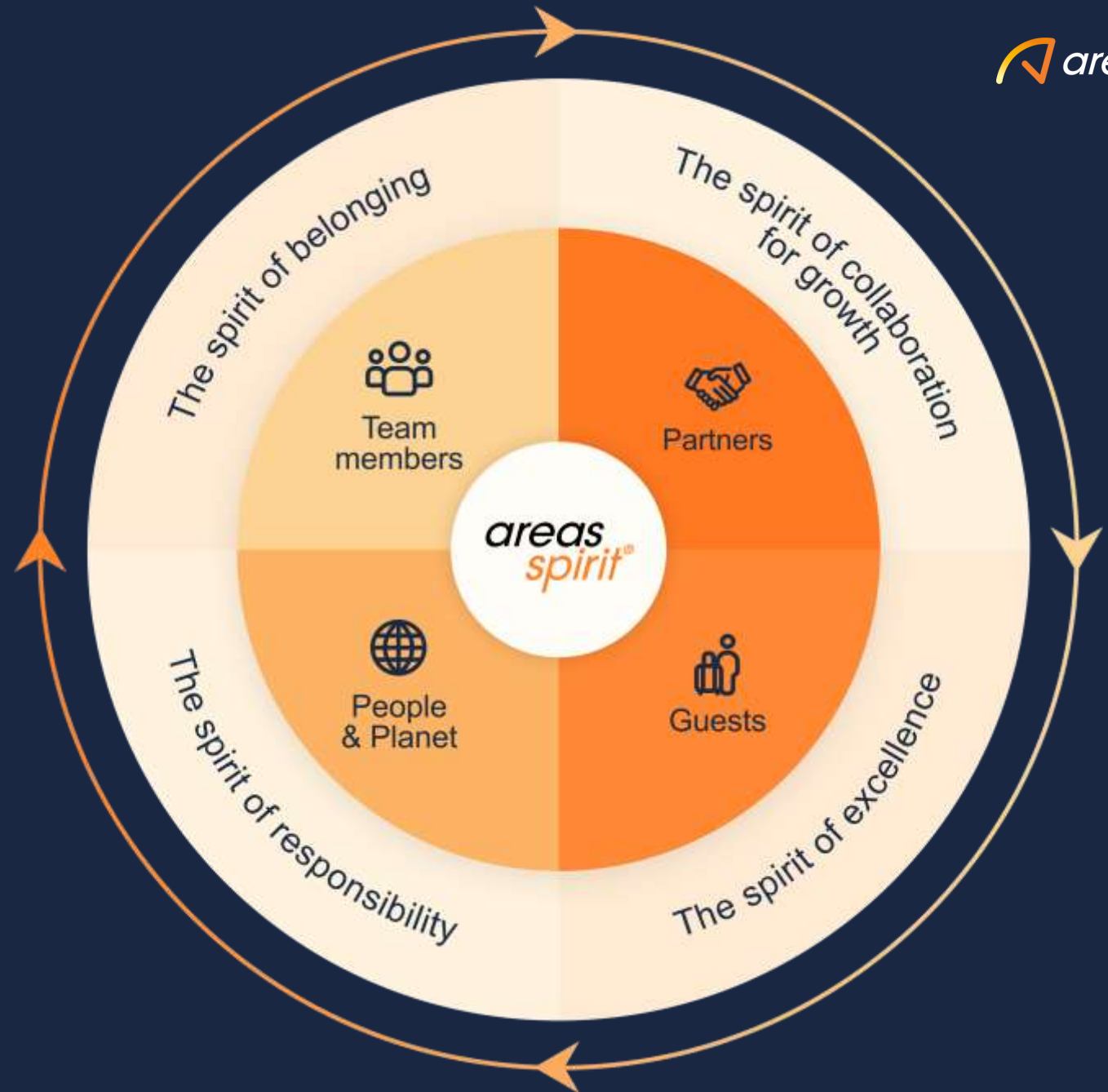
Our Methodology

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
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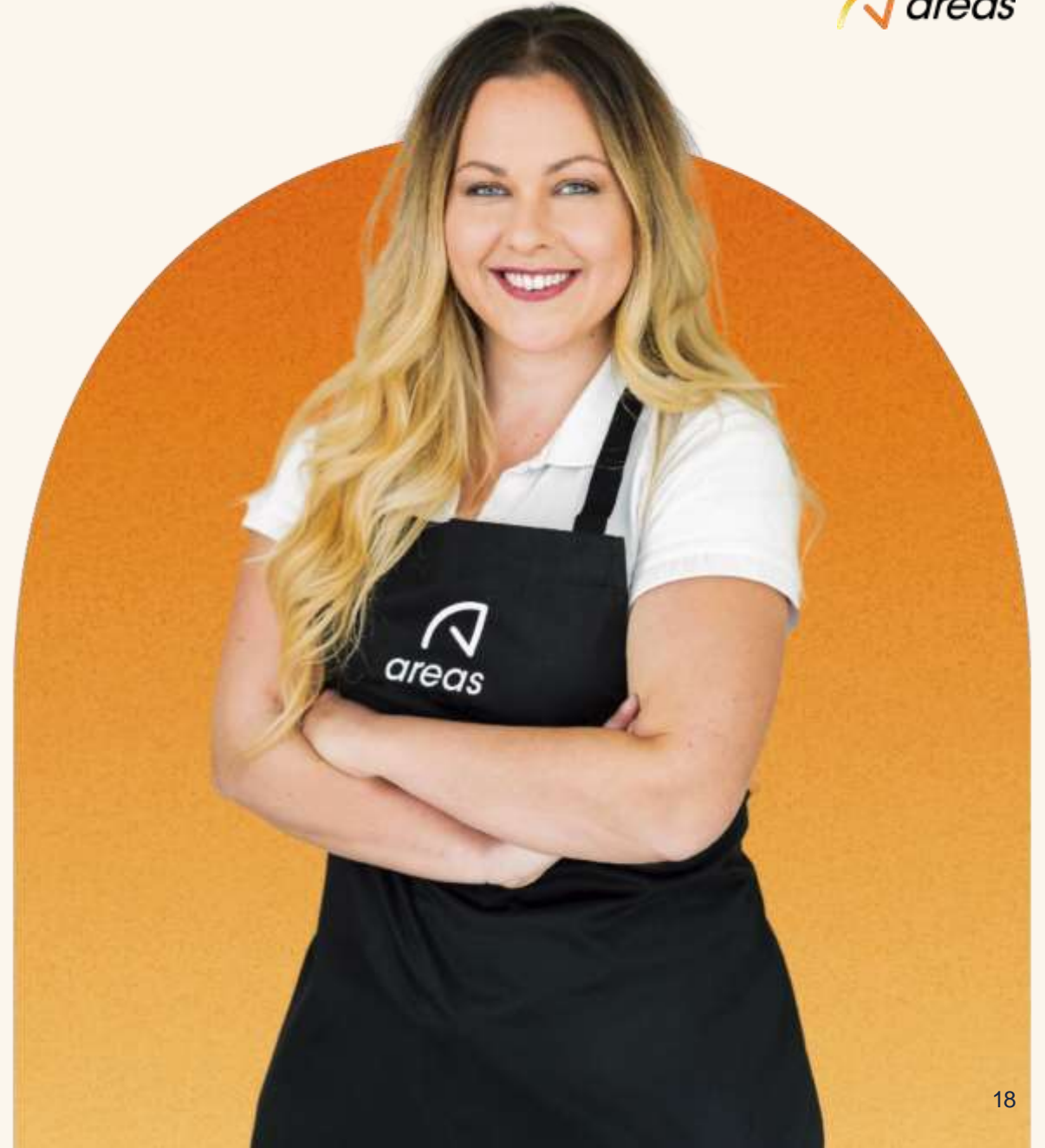
02 Team members: Spirit of belonging

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

And with 19,500 team members from more than 10 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.



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



Yves Lacheret
CEO Areas France



Oscar 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



Mathieu Herrero
Concepts & Standards Director

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

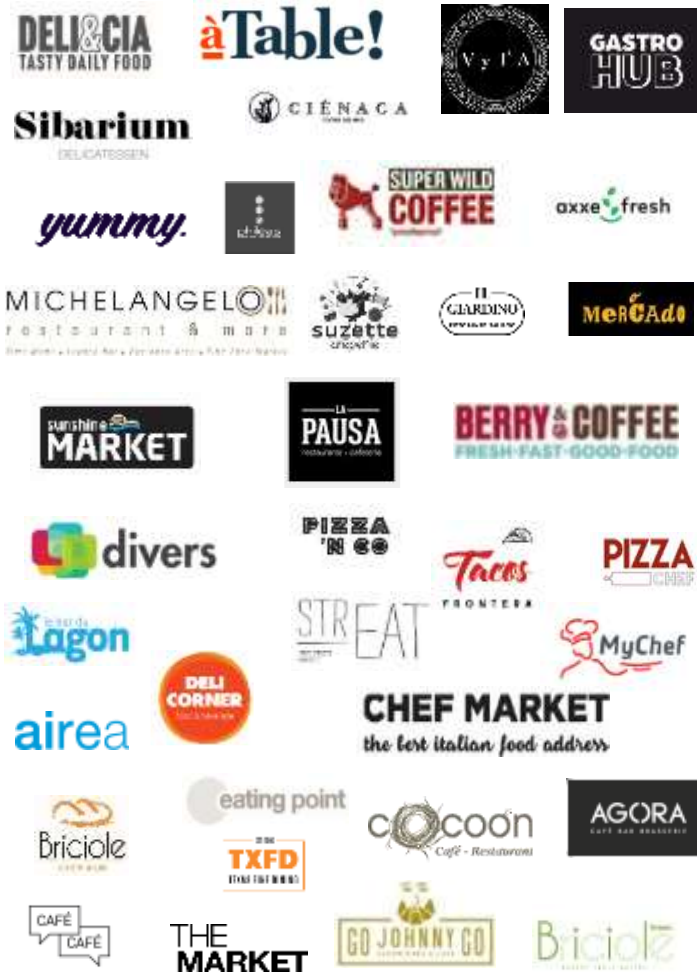
We have a balanced portfolio of successful owned brands, co-brandings and well-known franchised brands.

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.

Brands

Own Brands



Franchises



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 the 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 Aireas (with Espluga+associates)

2014



Kirei by Kabuki from Adolfo Suárez Madrid-Barajas Airport, winner at the FAB Awards.

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

Hostelco Awards: Areas wins the award for the best concept at the Hostelco Awards with the Deli&Cia own brand.

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: Briciole, best concept in Travel channel.

2016

CPK Palm Award 2016 Franchise Partner of the Year



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

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

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
ORD T5 won 2nd place for Best F&B Program in large airports.



CPK Palm Award 2017: Franchise Partner of the Year

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: ÀTable! Individual F&B beverage offer of the year in a railway station: COMO.



Best Award for best Space and Experience with the new StrEAT concept (AO Ibiza)



Best Airport Bar - LAX Reilly's Irish Pub
Best Airport Sitdown Restaurant - DTW Mezza

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

2019



"Airport Coffee, Tea": Urth Caff (AO Los Angeles)
"Premio regional concepto Europeo" – Farine Coffee Shop
"FAB Special Distinction Award – Airport Paris"
"Airport Chef of the Year" – Michelangelo Citino, chef de Areas Italia



Silver Category Naming 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, awarded as manager of the year

Deli&Cia, awarded in the category "restaurant concept for travelers" MQM in the catering category 'travelers with us'.



Airport Experience News Awards 2020

Best New Restaurant AWARDS - Bud & Marilyn's at PHL
Best Local Inspired Restaurant - Bud & Marilyn's at PHL

Best Dining - Hi-Lo Diner at MSP
Best Bar - The Parlor at LAX
Best Retail - Books & Books at MIA

2021



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



Best design: StrEAT

IV Airport Environmental Award

Commercial client for its commitment and environmental performance – AO MÁLAGA- COSTA DEL SOL

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

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



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.



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

R&D 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](#)

2023