

Vision & Strategy

Destination 2027

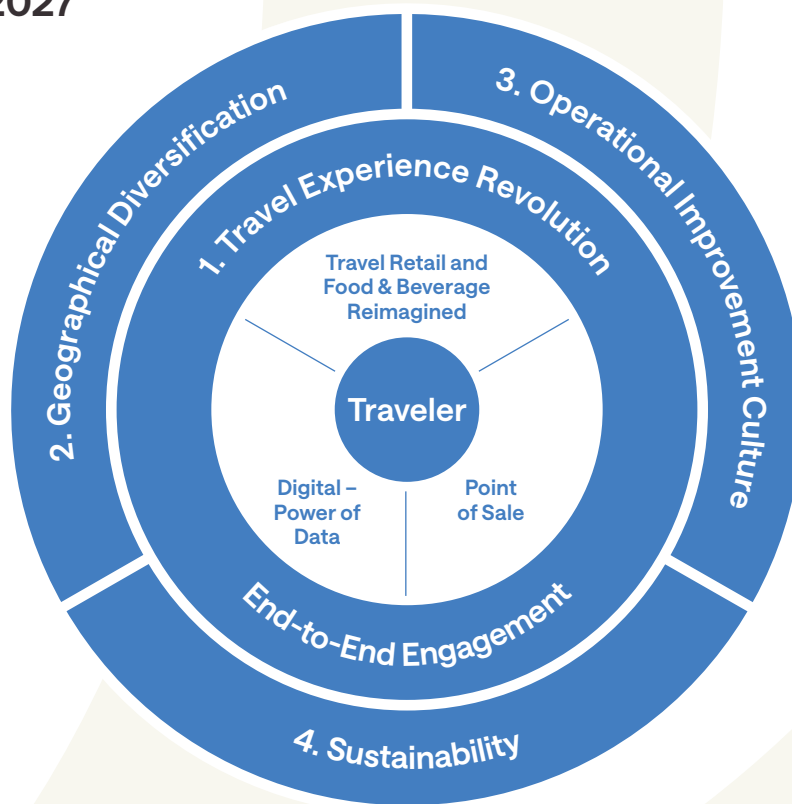
Avolta's vision, mission and strategy is crafted based on deep research, analysis and understanding of the evolution of the relevant market trends, customer insights and our stakeholders' needs. "Destination 2027" aims at putting the customer into the focus and to make travelers happier through a holistic travel experience including a broad variety of retail and F&B propositions. As One Team, we aim to generate sustainable long-term value for all our stakeholders, including team members, travel concession partners, brand suppliers, and, finally, our shareholders. Our team members are key to implementing and drive the long-term execution and success of our strategy through their invaluable dedication, skill sets and front-line ambassadors of our company.

Destination 2027 builds on four key pillars, each of them resiliently powered by our people: Travel Experience Revolution, Geographical Diversification, Operational Improvement Culture, and Sustainability.

Travel Experience Revolution

Our highly diversified team creates unrivalled and holistic travel experiences by continuously adapting and evolving Avolta's value proposition with a full customer-centric approach based on data insights. We define, plan and operate travel retail and F&B concepts, providing options for stand-alone retail and F&B solutions, as well as combined offerings – including flexible, local, entertaining and hybrid formats – to customize to the traveler's needs in each location. Digital engagement initiatives – such as the recently launched new customer loyalty program Club

Destination 2027



Avolta – further enhance the overall customer experience along the entire journey.

Consumer intelligence plays a key role in identifying new customer profiles and expectations.

Traveler profiles and expectations are constantly monitored across our global footprint to identify new behaviors and requirements. Data analysis plays a fundamental role in our business as changes in customer profiles and preferences can occur rapidly. For this reason, Avolta prioritizes consumer intelligence, derived from internal operational information, regular customer field surveys, monitoring of social media channels and external research. By always listening closely to customers we can continuously fine-tune our offerings, not only meeting, but exceeding the expectations of our clients.

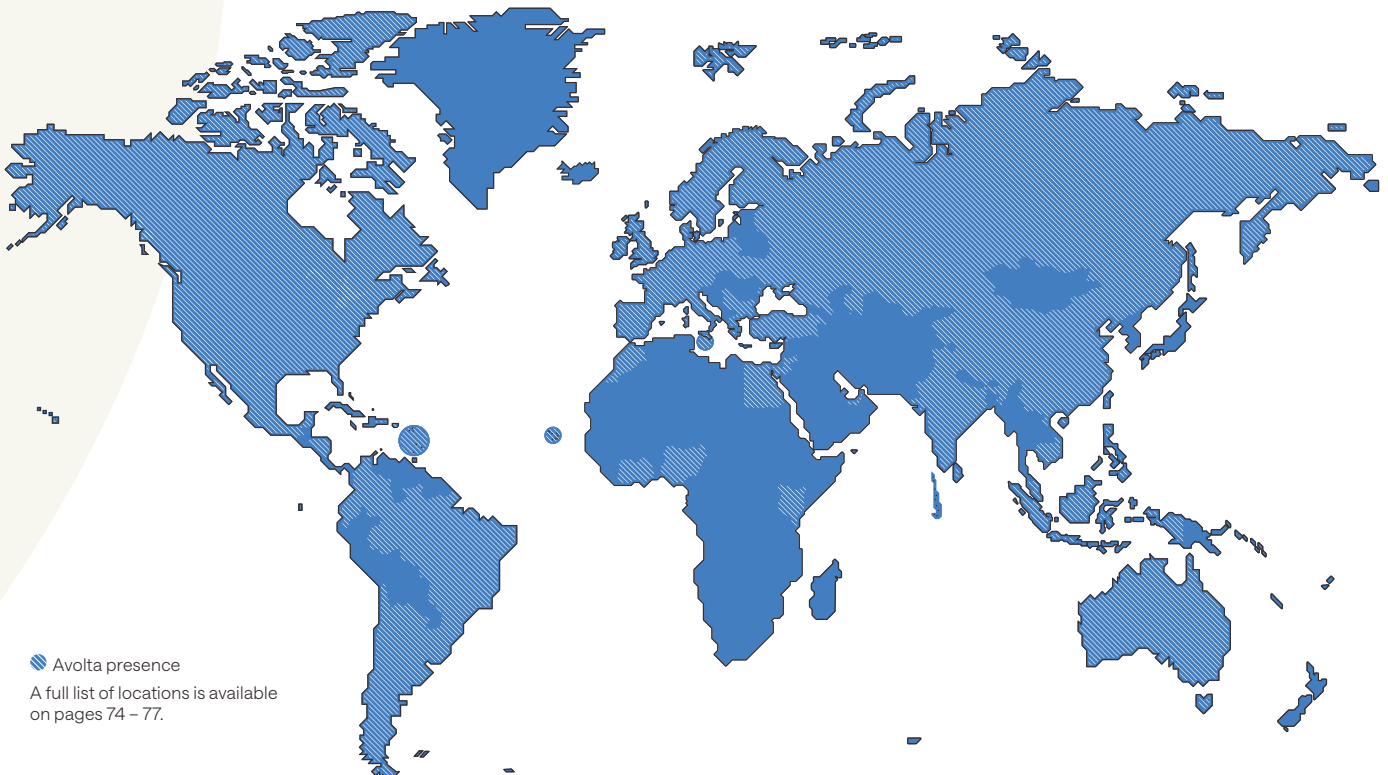
A truly maximized travel experience is only possible through close collaboration of travel retail and F&B operators with concession partners and brand suppliers, as

each party plays a crucial role. Operators create attractive experiential environments, tailoring offerings and services based on refined customer insights and helping to create a sense of place. We share those insights with brands, allowing them to further innovate their products and experiences. In parallel, concession partners contribute by optimizing space allocation and passenger flows, supporting the setup of flexible and hybrid concepts. Avolta seeks a permanent and close collaboration with concession partners and suppliers, through the ongoing monitoring of airport, location and outlet performance, flexibly adapting retail and F&B concepts to maximize passenger satisfaction, sales, and spend-per-passenger.

Close cooperation with concession partners and brand suppliers is key.

The key element in providing a flawless holistic travel experience is the unique combination of travel retail and F&B concepts under one roof, generating benefits for customers and concession operators alike. Advantages materialize

Global Presence



The unique combination of travel retail and F&B concepts creates flawless travel experiences, making customers happier.

through the creation of shop and restaurant designs with a strong sense-of-place, reflecting local cultures and traditions, as well as through hybrid and mixed store formats, which immediately expand and mutually enhance the value proposition and the relevance for customers. This generates additional cross-selling and promotion opportunities, offered digitally or through vouchers, encouraging travelers to visit and browse several outlets. The same applies to the relevance and the reach of Club Avolta, which results in a higher attractiveness for customers and an increased number of touchpoints and engagement opportunities for the operators.

Location-specific, premium customized services.

Our front-line team members play a key role in delivering a transformational shopping and dining experience to our customers. We continue to customize engagement with shop and restaurant concepts and adapt service levels to specific customer needs by geography and passenger profile to create memorable experiences and the best possible added value. These advanced engagement initiatives are supported by comprehensive training, dedicated incentive schemes and technological support.

Self-learning smart stores and data-driven offering.

Avolta places a strong focus on using technology within its shops to learn from anonymized customer behavior. This provides key insights on where to enhance and adapt assortments or allocate additional team members to increase customer service for each single location. Data

insights optimize store and F&B concepts, as well as assortment management, while driving performance by initiating concept innovation.

Digital engagement in-store and along the entire traveler's journey.

Avolta's digital strategy is centered around maintaining engagement with existing and potential customers throughout their travel journey, with a focus on achieving three main goals:

- Further engage with frequent travelers and establish deeper connections. Increase loyalty by leveraging Club Avolta initiatives, including offer and service personalization and partnerships.
- Excel in sales is influenced by new digital touchpoints created with partners across the whole travel journey, by expanding the reach of Reserve & Collect and Club Avolta and evolving the omni-channel engagement and sales approach.
- Transform the shopping and dining experience in-store. Intensify the use of technology for enhanced engagement and experience. Develop new services for targeted customer audiences, e.g. the mini-apps used in our China operations.

Frequent use of social media and CRM communication keeps travelers informed about surprising initiatives, activations and in-store experiences throughout their complete journey. Impact is further maximized by partnering with suppliers to feature brand-specific content.

Diversification by geographies, channels and offering

Diversification plays a key role in Avolta's overall strategy, enhancing resilience and supporting growth. As shown by the share in sales on page 9, geographic and channel diversification reduces exposure to single product categories, contracts or local and regional external impacts: the largest concession accounts for less than 4% of our business, while the ten biggest represent less than 18% of 2024 sales.

Keep growing our already robust position around the world.

Avolta is currently present in 70 countries across six continents, with some of its largest footprints and strongest positions in North America, Europe, the Middle East and Latin America, while Asia Pacific offers considerable potential. Some of these geographies benefit from a dense network of operations in single countries as in North America and Europe, or regionally as in Central & South America. Expected growth in passenger numbers, coupled with expanded offerings, creates attractive scale prospects.

To best benefit from the opportunities in Asia Pacific, the key success factor is to harness the high spending power of Chinese customers through a strong local presence and a dedicated strategy to closely engage with Chinese passengers domestically as well as when they travel internationally to neighboring countries. Given that 80% of Chinese international travel is within the Asia Pacific region, examples would include Vietnam and Indonesia. In this context, an important asset in Asia Pacific and China specifically is the partnership with Alibaba, which also includes an equity participation by Alibaba in Avolta. This secures a strong onsite presence in Hainan, while simultaneously extending Alibaba's ecosystem into travel retail, allowing closer engagement with Chinese travelers worldwide through differing online channels and services, fos-

tering Avolta's omni-channel approach and securing strong digital customer engagement and wide-spread presence in the market.

With respect to geographic diversification, the focus is on further developing Avolta's footprint through dedicated strategies for each of our regions, as we foster and grow the company's position across the world. In all geographies, the aim is to optimize the combination of duty-free, duty-paid and F&B offers by either growing organically, through new contract wins or joint ventures, as well as by benefitting from bolt-on M&A opportunities where strategically feasible.

Growing in all regions by reinforcing our diversified portfolio.

In many markets around the world, Avolta's combined expertise in travel retail and F&B is seen as an asset by concession operators, who seek to enhance customer experience, while simultaneously simplifying space management and improving the performance of their overall retail area. Leveraging existing partnerships in these markets and providing attractive alternatives in new locations, including airports, train stations and motorways, gives Avolta the opportunity to strengthen its footprint in some of the world's most important tourist destinations.

Avolta has a significant overlap of retail and F&B – and sees potential incremental organic growth opportunities. Our dynamic hybrid concepts, which leverage F&B and travel retail enhance our offer, consequently boost customer experience while allowing airports to optimize retail space, passenger flows, spend-per-passenger and ultimately revenue generation.

The unique sets of expertise in both the travel retail and F&B sectors increase Avolta's attractiveness when participating in tenders in new locations where we are not yet

Avolta operates in 70 countries in over 1,000 airports, motorways and other locations worldwide.

Avolta supports communities by sourcing local products, providing job opportunities and engaging in local projects.

present. The comprehensive know-how on passenger shopping and dining behaviors, as well as insights covering both domestic and international profiles is an important competitive advantage we leverage for the benefit of each airport operator around the world. In cases where the airport wants only one partner to manage all its commercial spaces, Avolta can also provide extensive master concessionaire services.

In all these markets, further growth can be driven organically, through joint ventures or by bolt-on M&A transactions. Testimony to this growth strategy is the purchase of the Free Duty concession in Hong Kong as well as the several organic footprint expansions and contract renewals achieved across all continents in 2024.

Operational Improvement Culture

The most important element in successfully implementing our Destination 2027 strategy is how we – as One Team and One Company – approach its implementation and execution. In all we do, we establish an ongoing culture of operational improvement to jointly drive growth, profitability and cash flow generation. For Avolta, this means identifying operational savings by actively managing our business and customer portfolio.

Actively identifying operational improvements.

Key trends and methodologies for actively managing costs, as well as resetting and improving efficiency, require a focus on what is critical for running the business. Identifying new technologies to implement innovative ways of working, leveraging the power of digital data, and increasing flexibility and agility are key to this approach.

We take a broad view of zero-based-budgeting assessing every activity in terms of how it contributes to the business, and how it can be improved.

Ongoing portfolio management drives profitability.

We regularly review and evaluate our concession portfolio for profitability, enabling us to promptly renegotiate or exit contracts which do not fulfil our concession-specific objectives and expectations. This allows us to consistently improve portfolio quality and performance over time.

In this context, we also engage in ongoing evaluation, analysis and discussion with key airports to jointly identify and develop possible growth and efficiency levers. The crucial prerequisite for this is a permanent and cyclical performance review and re-evaluation of the portfolio, starting with pre-contractual due-diligence and extending throughout the duration of each concession.

Sustainability – Environment and Communities are key strategic elements

Avolta's sustainability engagement is based on four pillars: Create Sustainable Travel Experiences, Respect Our Planet, Empower Our People, Engage Local Communities. Each of these focus areas includes targeted initiatives that make Avolta's sustainability commitment tangible by concentrating on topics where the company can make a real impact.

Implementation and development of the comprehensive Sustainability strategy is managed through strong governance, making sure it is at the center of the company's activities and securing sustainable growth for our stakeholders.

Initiatives for our people, communities, and the environment.

In addition to our extensive initiatives in all of the four areas, supporting the communities in the regions where Avolta operates is a major focus.

Given its presence in more than 70 countries and across more than 1,000 locations, Avolta is an important employer – in 2024 we employed 68,750 people (FTE) – providing job opportunities for communities around the world. Additionally, Avolta has traditionally supported local communities by sourcing local products & services and engaging in dedicated community projects, implemented either at company level, by our local teams and / or in collaboration with our concession partners. This allows us to provide specific and tangible support where it is most needed.

Detailed information on Avolta's Sustainability strategy and implementation progress is available in the Sustainability Report 2024 on pages 99 – 161.

Powered by our People

At the heart of our success, driving our global growth and shaping our future are our people. Our diverse teams are key to strengthening our business, amplifying innovation and elevating customer experiences across all our locations. We invest deeply in creating an inclusive, engaging environment where each team member feels valued and empowered, showing that their well-being and development directly translate into valuable results. By putting our people first, we continue to build a culture of excellence, of continued improvement, where everyone can thrive and contribute meaningfully to Avolta's vision.

Destination 2027 is an important part of Avolta's Investment Case

Building on the four key pillars of our Destination 2027 strategy, solid financial planning teamed with a strong cash flow generation capability and risk management are key features of Avolta's clear and focused strategy. Powered by our people, the pillars secure value creation for investors and shareholders. The company has always fostered a disciplined financial approach to all its projects, whether organic or through acquisitions. We carefully analyze every project or significant investment with detailed projections and with a focus on minimum return requirements. This culture of emphasizing returns and cost control has allowed us to grow our business profitably and seize opportunities in many different markets, while also strengthening the company's resilience in recent years.

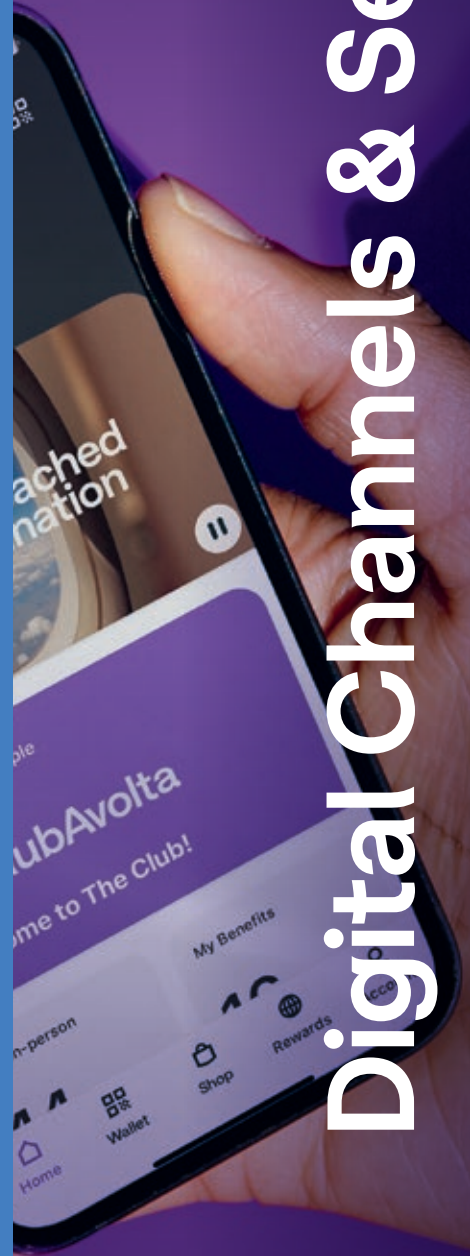
As part of our financial risk management, we minimize business risks by implementing a highly variable cost structure. These defensive characteristics help protect the business in the case of downturns, which under normal conditions tend to be local and temporary, providing a solid and resilient profile. For further information on our equity story as the world's leading global travel experience player, please refer to the section Investors on page 89 of the Annual Report 2024.

Bringing Customer-Centricity to life

Avolta is dedicated to creating seamless and engaging travel experiences by putting customers at the heart of everything we do. Continuous innovation and the evolution of our value proposition ensure our offerings remain relevant and compelling. From our FLEX framework to our digital solutions and commitment to innovation, we design operations that enhance, delight, and connect with travelers – making their journeys more enjoyable at every step.

To attract and retain customers, we leverage data-driven insights to anticipate emerging trends and shifting behaviors. These insights shape the four key drivers of our FLEX framework – Flexible, Local, Entertaining, and X-factor – enabling us to adapt our concepts and exceed evolving expectations.

This progress is only possible through strong partnerships with our concession stakeholders and brand suppliers. Their collaboration ensures that we continue to elevate the travel experience for millions of customers worldwide.



Digital Channels & Services

A hand is shown holding a purple rectangular object against a textured, light-colored wall. The hand is positioned on the left side of the frame, with the fingers gripping the top edge of the purple rectangle. The wall has a rough, stucco-like texture. The purple rectangle is partially obscured by the hand and extends towards the right side of the image.

Innovation at the Heart of Avolta

Flexible

Flexible store and restaurant formats allow Avolta to react quickly to new trends and to create seasonal hot-spots and pop-up offerings. In this way we continuously drive spend-per-passenger and optimize the profitability of our commercial spaces.

Local

Creating a strong sense of place strongly enhances the appeal of our shops and F&B environments. Translating into enhanced relevance and authenticity, and driving higher spending, travelers are drawn to cultural themes and traditions, each element contributing to a truly unique travel experience.

Entertaining

Capturing the customer's attention to draw them into our stores or restaurants is one of the main challenges in travel retail and F&B. Entertaining elements that spark curiosity and or catch the customer's attention encourage them to pause, relax and enjoy the commercial spaces, while also piquing their interest to try new experiences.

X-Factor

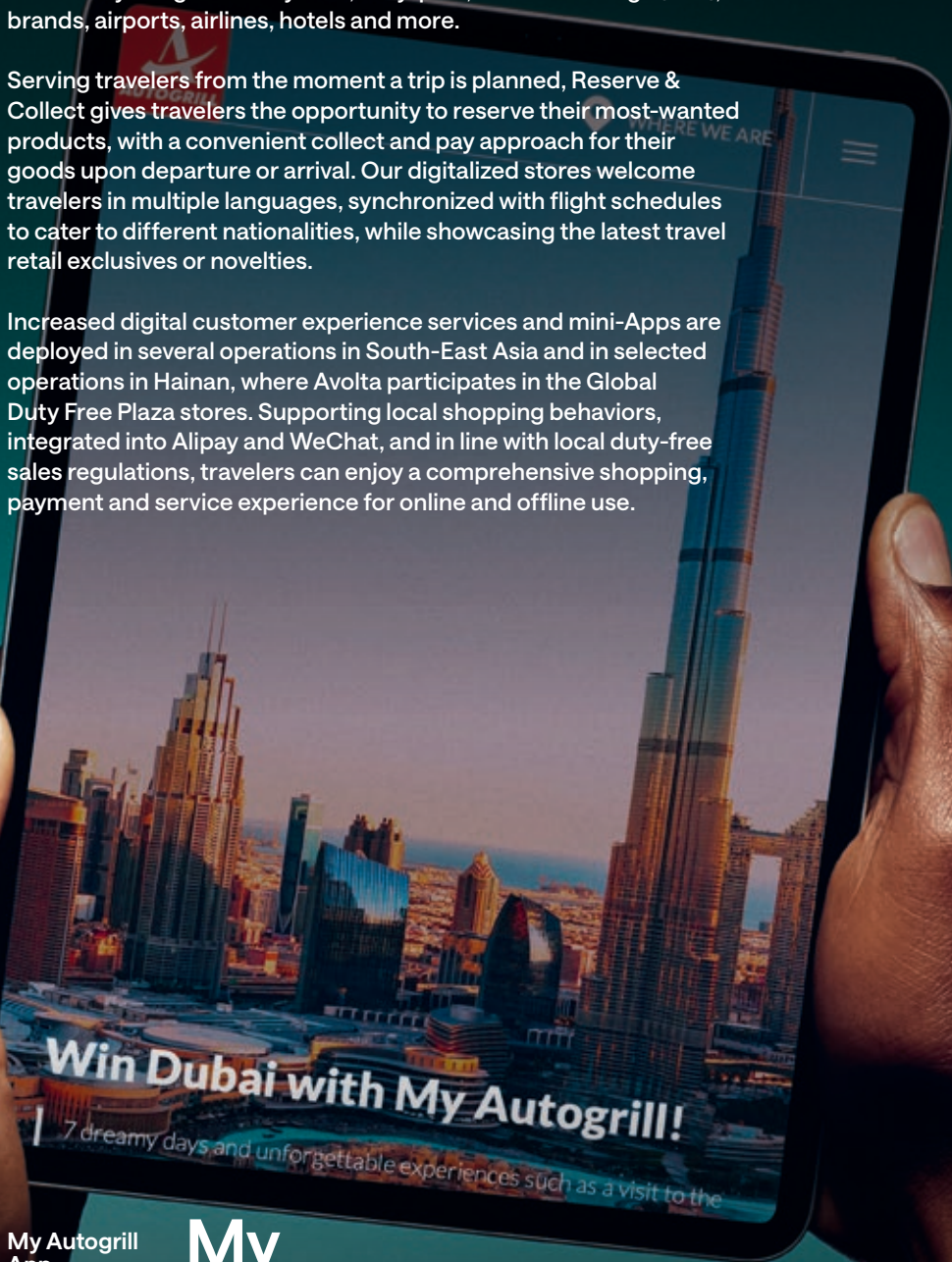
Putting the wow into the travelers journey, the X-factor implements smart technology in stores and restaurants to improve on a frictionless journey. From collecting data on customer behavior, to enhancing their experience with digital tools, the X-factor gives our travelers reasons to return, while fueling our teams with data to enable continual improvement.

Avolta has long integrated its physical stores with digital applications and customer services, continuously expanding its digital touch-points to enhance engagement at every stage of the travel journey.

Avolta customers worldwide benefit from the attractive, unique and newly launched Club Avolta – an industry-first loyalty program that seamlessly integrates duty-free, duty-paid, food & beverage (F&B), brands, airports, airlines, hotels and more.

Serving travelers from the moment a trip is planned, Reserve & Collect gives travelers the opportunity to reserve their most-wanted products, with a convenient collect and pay approach for their goods upon departure or arrival. Our digitalized stores welcome travelers in multiple languages, synchronized with flight schedules to cater to different nationalities, while showcasing the latest travel retail exclusives or novelties.

Increased digital customer experience services and mini-Apps are deployed in several operations in South-East Asia and in selected operations in Hainan, where Avolta participates in the Global Duty Free Plaza stores. Supporting local shopping behaviors, integrated into Alipay and WeChat, and in line with local duty-free sales regulations, travelers can enjoy a comprehensive shopping, payment and service experience for online and offline use.



My Autogrill
App



My Autogrill

My Autogrill rewards loyal Autogrill customers with discounts and services dedicated to members. The My Autogrill app is valid at Autogrill Italy and Nuova Sidap stores.

**Member
discounts
& services**



www.myautogrill.it

Club Avolta
App



5,100
Points
of sale

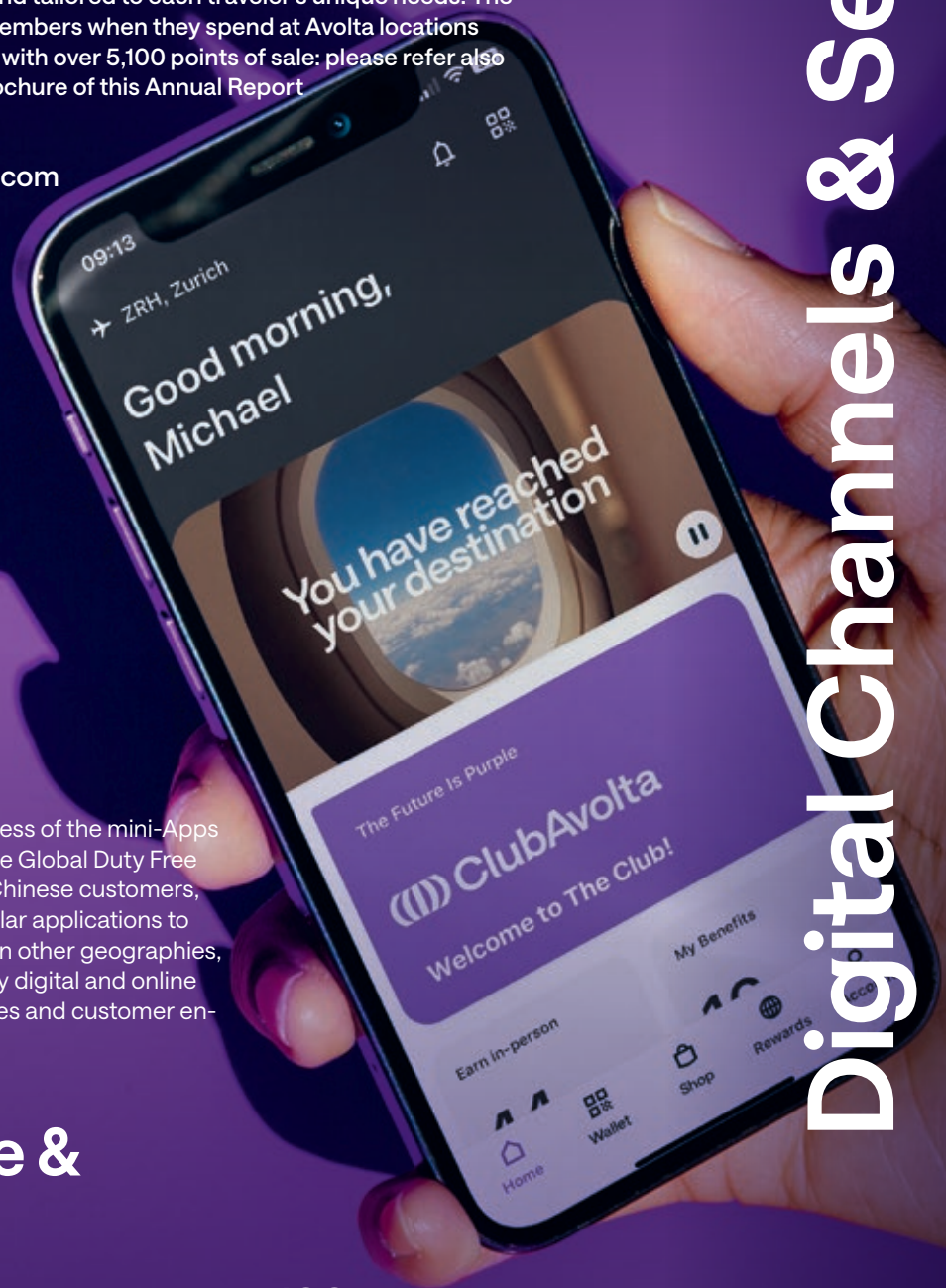
70
Countries

Club Avolta

Global customer loyalty program

Club Avolta is the new global loyalty program serving all our customers, whether they are dining in one of our restaurants, having a drink at one of our iconic bars, shopping in our retail stores, as well as giving travelers exclusive benefits and experiences with the world's favorite brands. Completely customer-centric, Club Avolta is simple, intuitive, and tailored to each traveler's unique needs. The program rewards members when they spend at Avolta locations across 70 countries with over 5,100 points of sale: please refer also to the dedicated brochure of this Annual Report or at the below URL.

www.clubavolta.com



Mini Apps

Chinese
Market

Building on the success of the mini-Apps currently in use at the Global Duty Free Plaza in Hainan for Chinese customers, Avolta develops similar applications to support customers in other geographies, offering user-friendly digital and online shopping experiences and customer engagement features.

Reserve & Collect



Reserve & Collect is available globally in 188 locations across 46 countries and can be accessed through the dedicated website:

www.shopdutyfree.com

188
Locations

46
Countries

Digital Channels & Services

Innovation at the Heart of Avolta

Innovation is a cornerstone of Avolta's strategy, driving our commitment to reimagine the travel experience and create lasting value for travelers, partners, and team members.

Our dedicated Innovation and Transformation arm leads this charge, fostering new ideas, technologies, and practices that enhance operational excellence, customer engagement, and sustainability.

From seamless digital tools to groundbreaking store concepts, we embrace innovation to meet evolving traveler needs and set industry benchmarks.

 **Avolta**

Avolta NEXT

Shaping the future

Avolta NEXT embodies our vision of innovation, serving as a hub for transformative ideas in the travel ecosystem. We run regular sessions with a selection of start-ups presenting their solutions to a range of themed challenges. How can their start-up be applied to our business for change? Together we co-create the future of travel, integrating cutting-edge ideas to elevate traveler experiences and promote efficiency and sustainability.

This year we launched the Avolta NEXT Hub space in Milan, our first physical innovation center and a beacon of collaboration and creativity. Located at our Milan office, this 220 m² space hosts selected startups from around the world, working alongside our team to develop pioneering solutions for travel retail and F&B.

Through Avolta NEXT and our wider innovation strategy, we reaffirm our commitment to staying ahead of industry trends and redefining the travel journey with creativity and purpose.



WAD

Hybrid Retail Concepts



Hybrid Retail Concepts
Hungry Club

Avolta's Hybrid Concepts in retail settings integrate F&B into general travel retail environments, creating dynamic spaces that enhance cross-selling opportunities and offer travelers a seamless, relaxed experience. By blending retail with localized culinary offerings, these concepts foster a strong sense of place while catering to diverse traveler needs.

A notable example is the "Hungry Club" concept in Spain, developed with with Michelin-star chef Dabiz Muñoz, which combines gourmet dining within a retail setting, enriching the shopping journey and boosting engagement in a lower-stress environment. As of December 31, 2024, Avolta operated 53 hybrid outlets worldwide.

**Blending retail, dining,
and cultural identity.**



MAD

Hybrid Retail Concepts



Paula Martinez
Shift Leader, Hungry Club,
Madrid Barajas International Airport

“It’s great to watch travelers take their time to shop and then enjoy a good meal or drink. It makes their trip feel special and stress-free.”



Hybrid F&B Concepts

STU



Hybrid F&B Concepts
Hudson Café

Avolta leads the way in redefining travel spaces with Hybrid Concepts that seamlessly integrate retail and F&B, offering an enriched experience for travelers and concessionaires. Recent examples include the “Hudson Café” at Sharjah International Airport, blending retail, a bookstore, and F&B with Toblerone confectionery by Mondelez, and “Ink by Hudson” at Michigan’s Gerald R. Ford International Airport, combining a bookstore with a wine bar featuring local Michigan wines. These innovative concepts enhance convenience and create memorable journeys.

A seamless fusion of retail and food & beverage, defining a new category in travel.



Hybrid F&B Concepts

SHJ



Darylmea Billones
Sales Assistant, Hudson Café, Sharjah
International Airport

“Combining shopping and dining makes for such a fun experience – I love seeing travelers enjoy the mix we offer.”



MEX

General Travel Retail Shops



General Travel Retail Shops

Mexico City Duty Free

The most frequently used retail concept, Avolta's general travel retail shops offer a wide assortment across categories like perfumes, confectionery, spirits, fashion, and electronics. Found in airports, seaports, and other high-traffic locations, these shops leverage digital tools to engage a diverse global customer base.

Key brands include Dufry, World Duty Free, and Hellenic Duty Free, with duty-free and duty-paid formats catering to international and domestic travelers. As of December 31, 2024, Avolta operated 831 general travel retail shops worldwide.

Perfumes
Cosmetics
Food
Confectionery
Wines
Spirits
Watches
Jewelry



MEX

General Travel Retail Shops



Ruben Rojas
Sales Associate, Mexico City Duty Free,
Mexico City International Airport Benito Juárez

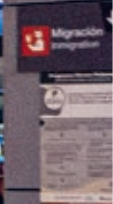
“I love helping travelers find that perfect gift or treat – it’s such a great feeling to know I’ve made their journey a little more special.”

MEXICO CITY DUTY FREE

DISCOVERY BAR

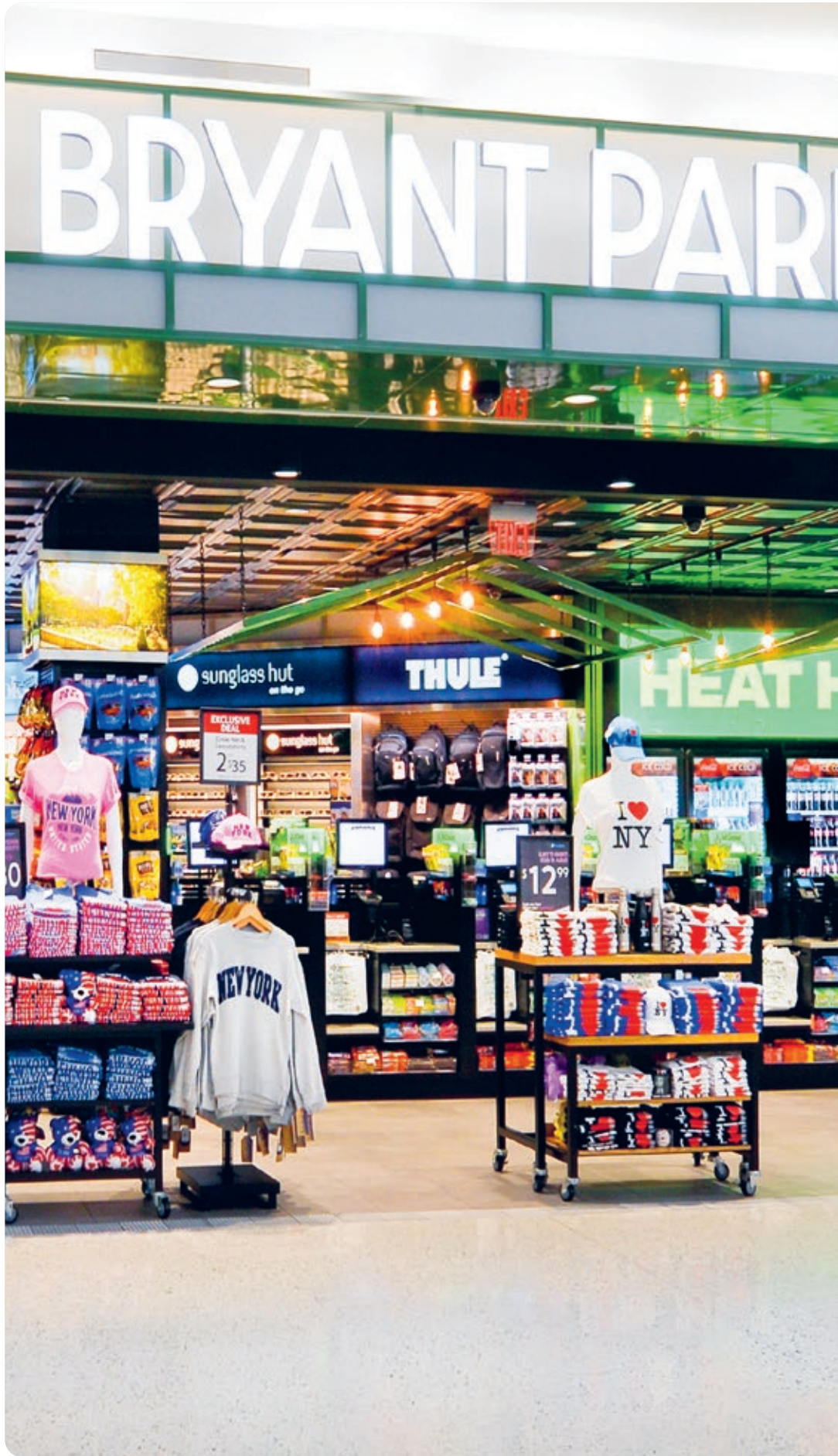


MEXICO CITY



Convenience Stores

JFK



Convenience Stores

Bryant Park Market

Avolta's convenience stores, led by the renowned Hudson brand, cater to travelers' on-the-go needs with items like drinks, snacks, travel essentials, and souvenirs. Primarily located in North America, with 102 shops and presence in 17 countries, Hudson features flexible concepts like Hudson Nonstop, using Amazon's seamless checkout technology, and hybrid models like Hudson Café with Baci.

Distinct selling zones and innovative designs enhance the customer experience across airports, railway stations, and transit hubs worldwide. As of December 31, 2024, Avolta operated 760 convenience stores worldwide.

Soft drinks
Confectionery
Packaged food
Travel accessories
Electronics
Personal items
Books & Souvenirs
Newspapers & Magazines



Convenience Stores

JFK



Lisa Wahab
Sales Associate, Bryant Park Market,
John F. Kennedy International Airport

“Travelers are always in a hurry, so I enjoy being the friendly face that helps them grab what they need quickly and easily.”

K MARKET

BY Hudson

HAPPENS

NEW YORK
NEW YORK

NEW YORK
NEW YORK
NEW YORK
NEW YORK



Brand Boutiques by Avolta

ZRH



Brand Boutiques by Avolta
Swarovski

Avolta partners with global and local brands to create standalone boutiques and shop-in-shop experiences, reflecting high-street elegance while enhancing the traveler shopping journey. Operating 224 brand boutiques worldwide, we showcase iconic names like Armani, Hermès®, Chanel, and FERRAGAMO in both duty-free and duty-paid areas.

Recent highlights include Diptyque in Shanghai, and Rip Curl in Philadelphia, exemplifying our ability to craft vibrant, mall-like environments tailored to diverse traveler profiles.

We design these shops as standalone boutiques or integrate them as a shop-in-shop in our general travel retail stores.



Brand Boutiques by Avolta

ZRH



Kim Sea Sok
Sales Advisor, Swarovski, Zurich Airport

“It’s exciting to introduce travelers to the luxury brands they admire and make their shopping experience unforgettable.”

ROVSKI



Specialized Shops

BLR



Specialized Shops

World of Whiskies

Avolta's specialized shops focus on single categories or themes, creating unique experiences with diverse offerings such as luxury watches, electronics, spirits, and destination products. Operating 419 stores across airports, seaports, and other locations, these shops include formats like "Colombian Emeralds International" for watches and jewelry, "Tech on the Go" for electronics, and "World of Whiskies" for premium spirits.

A notable 2024 launch is "The Sunglasses Hut" at Philadelphia International Airport, reflecting our commitment to tailored, memorable shopping experiences.

Watches & Jewelry
Sunglasses
Electronics
Spirits
Food
Destination products



Specialized Shops

BLR



Deeksha Kulal
Cashier, World of Whiskies,
Kempegowda International Airport

“I enjoy showing travelers unique products they can take home, whether it’s a local delicacy or a beautiful watch. It’s like sharing a piece of the destination with them.”



WORLD OF WHISKIES



Excite Your Senses
this Summer

Explore whiskies for great meals
to full enjoyment



Excite Your Senses
this Summer

Explore whiskies for great meals
to full enjoyment



Feel the W
Adventure

Discover the Best Whisky

Café Concepts

AUH



Café Concepts
Café Flor

Avolta's café concepts provide travelers with comforting spaces to relax or grab quality coffee on the go. Offering a variety of beverages and light bites, these cafes reflect our Italian heritage while adapting to local flavors. Key openings in 2024 include "Café Espresso" in Kuala Lumpur, "Metropolis Coffee Company" in Chicago, and Italy's first "Costa Coffee" in Rome.

With expert concept development and diverse offerings, Avolta cafés enhance the travel experience with convenience and a sense of place.

A cornerstone in our offering, rich in Italian heritage, essential in the traveler's journey.



Café Concepts

AUH



Quintin Lopez
Shift Leader, Café Flor,
Zayed International Airport

“Making someone’s coffee just the way they like it – especially during a busy trip – is a small thing that can really brighten their day.”



Restaurant Concepts

HEL



Restaurant Concepts
Naughty Brgr

Avolta’s restaurant concepts turn travel hubs into culinary destinations, offering fast casual, full-service, and self-service options. Featuring local flavors, global brands, and chef collaborations, these restaurants deliver authentic dining experiences while embracing innovation in food, service, and design.

Highlights from 2024 include “Chick-fil-A®” in Charleston, “Jones the Grocer” in Abu Dhabi, “Eataly” in Rome, and “Hungry Club” by Dabiz Muñoz in Madrid. Across continents, our diverse concepts continue to enhance the traveler’s journey with exceptional cuisine and ambiance.

**Diverse, innovative,
catering to every imag-
inable culinary desire.**



Restaurant Concepts

HEL



Jerome Peñaflor
Kitchen Manager, Naughty Brg,
Helsinki Airport

“Travelers might be far from home, but serving them a delicious meal gives them a taste of comfort and connection.”



HEL SINKI MARKET

NAUGHTY BRGR

BAR

NAUGHTY BRGR
JUICY AND FLAVOURFUL BURGERS!



ENJOY THE FAMOUS BURGERS OF
FINLAND AT HEL SINKI MARKET

Bar Concepts

AMMS



Bar Concepts
Salon

Avolta's bar concepts transform transit locations into lively social hubs, offering a curated selection of beverages, from craft beers to cocktails, paired with light bites. Responsive to local traditions and trends, these bars create immersive experiences that reflect the character of their surroundings.

Highlights from 2024 include the gourmet "Taberna Atlántica" at Tenerife South Airport, Avolta's first F&B venture in Spain, and "Bubbles Seafood & Wine" at Helsinki Airport, blending high-quality dining with wine and champagne.

Versatile social hubs for celebrating, unwinding, and connecting.



Bar Concepts

AMS



Rolenzo van der Zee
Team Trainer, Salon,
Amsterdam Airport Schiphol

“Whether it’s a cocktail or just a good chat, I love helping travelers relax and enjoy their journey a little more.”



Grab & Go Concepts

OOOL



Grab & Go Concepts

Fresh

Avolta's grab & go concepts deliver quick, quality food and beverages, catering to diverse tastes and dietary needs. These outlets combine convenience with local flair, offering pre-packaged meals, snacks, and beverages. Highlights from 2024 include "All'Antico Vinaio" at Dubai International Airport, showcasing Tuscan Schiacciata bread; "FEBO" at Schiphol Airport, with its iconic croquettes; and "12oz" at Milan's Famagosta metro station, blending fast service with premium coffee.

These concepts ensure travelers enjoy efficiency without compromising on quality or flavor.

**Quick, quality,
convenient – ideal
for the traveler on
the move.**

