



AIR CARGO



HUBSTAR PARIS

AN EXCEPTIONAL LOCATION IN EUROPE

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HUBSTAR PARIS, an exceptional location in Europe

World air cargo represents 2% of the goods transported in volume but 30% in value. The airport hub of the northern Paris Region offers an exceptional environment in Europe to develop air cargo business. Paris-Charles de Gaulle airport is the leading cargo airport in Europe and the sixth worldwide.

With the Hubstar Paris® brand, this hub confirms its desire to offer an attractive and competitive environment for companies, investors and business passengers.



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HUBSTAR PARIS®,

a collective brand to promote the airport hub of the northern Paris Region

Aware of the active competition between the main international airport hubs, several players of Grand Roissy decided to jointly launch a collective brand, "HUBSTAR PARIS®" as well as an international action plan to enhance this area.

"HUBSTAR PARIS®" refers to the role of this area as a major interchange hub between the Paris Region, Europe and the rest of the world.

It is simultaneously an intermodal interchange hub (air, road, rail), a place of economic trading in the business parks and exhibition grounds (international exhibition grounds of Paris Nord Villepinte and Paris le Bourget), a venue for the exchange of ideas and a tourist area (Disneyland Paris®, Stade de France).

Europe and the world nearby

In Europe, Paris-Charles de Gaulle airport and the Paris Region provide a strategic location for companies. The very high density of its own trading area with 11.5 million inhabitants makes it the leading European urban capital.

360 million consumers are located less than two hours away by plane. Furthermore, the Francilienne metropolitan area has multiple road and rail connections that provide quick access for people and goods to the main European markets.

The Paris Region, the gate to the European market



Testimonial of Aéroports de Paris

Today air transport plays a key role in the growth of economic trade and the competitiveness of European countries. Located in the Paris Region, Paris-Charles de Gaulle airport is the most efficient hub in Europe. Practically all the countries and all the major cities of the world are connected to Paris. This is a particularly determining asset for exporting companies of the Paris Region but also for winvestors who want to establish themselves in

France and thus access the European market. An ambitious investment programme of 2.7 billion Euros was allocated for the period 2005 to 2010 to enable it to become the reference airport group through its efficiency, quality of services, the management of its environment and its economic performance.

Pierre GRAFF,
Chairman & CEO of Aéroports de Paris

Paris-Charles de Gaulle, the most powerful hub of Europe

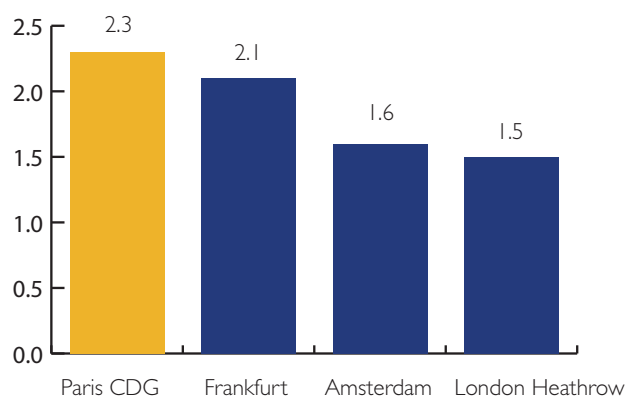
A privileged gateway to trading between the major economic and tourist regions of the world, Paris-Charles de Gaulle airport is also the connection point between intercontinental networks and intra-European and domestic networks. In 2008, it hosted nearly 61 million passengers ranking it fifth worldwide according to Airports Council International (ACI). The same year, 2.3 million tonnes of cargo and mail were loaded or unloaded at the airport. 50% of the goods are transported in the holds of passenger aircraft. The airport is thus the leading cargo hub in Europe and the sixth worldwide (source: ACI).

PARIS-CHARLES DE GAULLE - 2008 Key figures

GEOGRAPHIC LOCATION	30 km north-northeast of Paris
ACCESS TO AIRPORT	TGV railway station - 2 rapid transit stations (RER) European motorway node
BUSINESS HOURS	24/7, 365 days a year
TOTAL SURFACE AREA	3,257 hectares
SURFACE AREA DEDICATED TO CARGO	300 hectares, 500,000 square metres of buildings and 69 cargo aircraft stands
TOTAL NUMBER OF RUNWAYS	4
DESTINATIONS SERVED IN THE WORLD	470
PASSENGERS	60.9 million
CARGO AND MAIL	2.3 million tonnes
LAND AVAILABLE FOR REAL ESTATE DEVELOPMENT	136 hectares

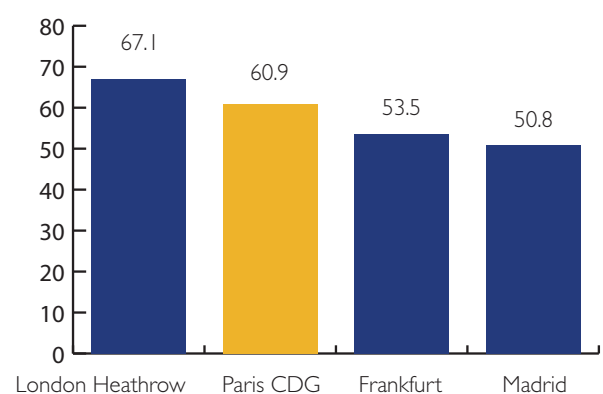
Source: ADP

Cargo and mail traffic:
N° 1 in Europe and n° 6 worldwide in 2008



Source: ACI (in million tonnes)

Passenger traffic:
N° 2 in Europe and n° 5 worldwide in 2008



Source: ACI (millions of passengers)

The largest connection hub in Europe, due to the triple hub of Air France KLM, FedEx and La Poste

Due to its technical and operational capacity, Paris-Charles de Gaulle is the most efficient hub in Europe in terms of the number of connections possible between medium and long haul flights. Paris-Charles de Gaulle airport hosts nearly 200 airline companies with over 560,000 movements per year. The number and quality of runways, the size of the land available have enabled the airport to grow into this triple hub unique in Europe. It combines and interconnects the passenger and cargo networks of airline companies, the FedEx and La Poste networks, and serves 470 destinations from Paris CDG.

Hub of Air France-KLM,

member of the Skyteam alliance, the leading worldwide air cargo group in TKT (Tonnes/Kilometre Transported) and the 2nd worldwide group for passenger carriage. In 2008-2009, Air France Cargo handled 1.103 million tonnes mainly at Paris-Charles de Gaulle. Its ultramodern GIXL cargo station of 130,000 square metres endows it with a major competitive edge and real opportunities.

Main hub of FedEx Europe Middle East India and Africa (EMEA).

Leader in international express delivery, FedEx has chosen Paris-Charles de Gaulle to establish its most important hub outside the United States (77,000 square metres of building on 30 hectares and 26 aircraft stands).

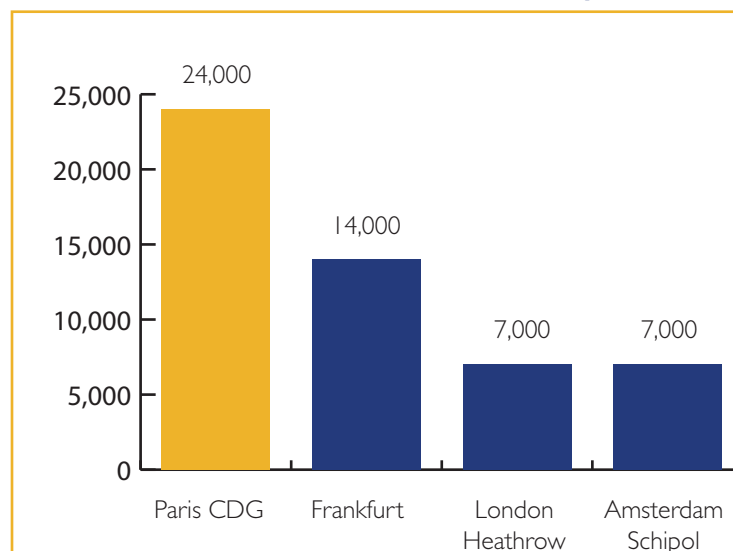
1,900 employees work on the hub and 1,500 tonnes of parcels are processed per day.

One of the largest postal hubs in Europe uniting the activities of Chronopost and Europe Airpost, a subsidiary of La Poste.



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Weekly connection opportunities



All the players of the air cargo sector are present

All the players of the cargo value chain are present at or near Paris-Charles de Gaulle airport:

- Air France-KLM
- Other passenger airlines and all cargo companies also offer the possibility of carrying cargo in the holds of passenger or cargo aircraft
- In addition to FedEx, the airport hub also hosts several other express integrators and professionals (DHL, TNT, Sodexi, etc).
- The activities of Chronopost and Europe Airpost

- 11 of the 15 largest world forwarding agents are present at Paris-Charles de Gaulle: DHL, Nippon Express, Kuehne + Nagel, Schenker, Yusen Air & Sea, Kintetsu World Express, Panalpina, Expeditors, UPS, SDV, UTi
- Well-known handling agents, among which the world leader WFS.

You can meet all the players of the air cargo chain within the Inter-professional Cargo Committee (CIF) of the Paris airports and benefit directly from the advantages of this business network.



© Air France

AIR FRANCE CARGO, key facilities at Paris-Charles de Gaulle

Air France Cargo has several facilities at Paris-Charles de Gaulle where the company conducts over 95% of its business: two cargo stations and a station dedicated to perishable goods.

Due to its size and technological choices, G1XL (Gare 1 Extra-Large) is among the most efficient cargo stations in the world. Its vocation is to be the cargo hub of the company.

A pioneer in technological equipment (fly-by-

wire carts, RFID chips on pallets, embedded radio terminals on handling trucks, etc.), G1XL allows Air France Cargo to offer its clients an extended range of services and gains in time. The company's second station is equipped with a small express parcel sorter (6,000 parcels per hour) and the station dedicated to perishable goods handles 40,000 tonnes of goods per year in conditions that comply with current health provisions and standards.



Exceptional equipment for cargo

With its facilities, Paris-Charles de Gaulle airport and its environment offer an annual cargo handling capacity of about 3.5 million tonnes for current traffic of about 2.3 million tonnes of cargo and mail. The benefits offered are based on exceptional handling capacity at aircraft contact stands, supported by modern, diversified and large capacity on-airport and off-airport logistics platforms. Aéroports de Paris provides operators with a complete real estate offering characterized by private cargo or multi-occupant cargo stations.

Cargo Community System:

An electronic platform serving as the interface between all the information systems of cargo players and including that of the customs authorities, this IT portal will simplify the exchange of data between players and accelerate the handling of cargo on the ground while improving track and trace capabilities. It will constitute a competitive and attractive technological asset of the Paris-Charles de Gaulle hub.

Cargo:

IATA e-cargo is a programme designed to reduce the use of paper documents in the air cargo supply chain by going from hardcopy data to an electronic environment. This programme concerns the airline companies, shippers, forwarding agents, ground handlers and customers. Through Paris-Charles de Gaulle airport, France is one of the 19 countries participating in this programme.



Efficient and reliable Customs clearance

Customs clearance provided 24/7 (holidays included).
Cooperation and partnership with companies with the attribution of the status of "Approved Economic Operator" (OEA), recognized at the European and worldwide level.

- Personalization of inspections, according to accreditation level
- Advice to companies and information on customs regulations and procedures
- Dematerialization of customs formalities with the European e-customs system and its French component DELT@
- Acceleration of passage through customs
- Facilitation of trading and simplification of customs formalities
- Trading security.

Testimonial of Mr Michel BOUDET Inter-regional Director of Customs of Roissy

For several years, Customs has aimed to facilitate trading and simplify customs clearance operations as a service administration. Modern dematerialization applications like the DELT@ information system, the deployment version in France of the European e-customs system, are provided to companies for secure, fast and low cost customs clearance.

At Paris-Charles de Gaulle airport, the Customs department is completely integrated in the logistics chain through the partnerships it has established with all the operators installed on the hub. Periodically, we organize meetings with professionals abroad to provide customs solutions best suited to their needs and thereby contribute to improving their competitiveness.

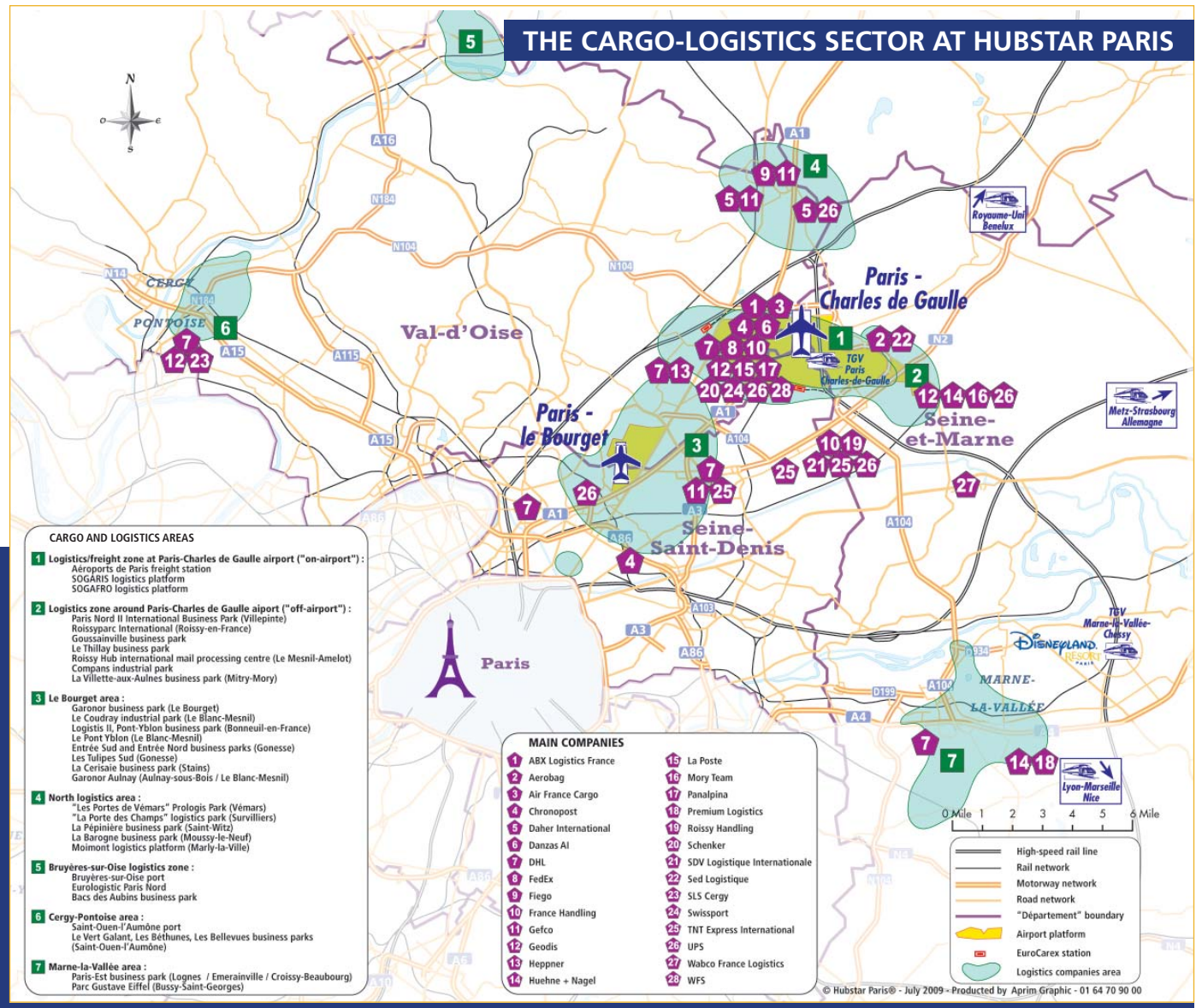
Today, Customs is reinforcing its cooperation with companies with the attribution of an "Approved Economic Operator" label that goes beyond security concerns by granting its holders guaranteed reliability.

Hubstar Paris, a privileged location

Hubstar Paris today counts over 260,000 private jobs, all business sectors combined. Other major facilities can be found there like Paris - Le Bourget airport, the leading European business airport, the two exhibition grounds of Paris Nord Villepinte and Le Bourget, major business parks such as Mitry-Mory, the aeropark of Gonesse, Garonor, Sogaris or the Paris Nord 2 International Business Park and a large concentration of road, motorway and railway infrastructures.

Several hundred international companies have offices and units there due to the many advantages offered, such as:

- Diversified and competitive real estate: logistics platforms (10 million square metres), operational premises, office and other product centres
- An employment pool and mass transport network that allow the recruitment of personnel in good conditions.



A territory for large scale projects with a sustainable development orientation

To support the economic land development strategy, the French government and local administrations have undertaken many expansion and development projects within the framework of the regional development scheme and the "Grand Paris" project.

In terms of transport, there are two strategic axes:

- The strengthening of mass transport (improvement of existing facilities, Paris - Roissy CDG Express, the future automated metro linking the major economic hubs of the Francilienne metropolitan area, etc.)
- The development of a European cargo network by high speed train (Eurocarex project).

Several major facilities are also being developed: Doubling the size of the international exhibition grounds of Paris Nord Villepinte, creating a World Trade Centre next to the airport (Airapolis) or a shopping centre at Paris-Charles de Gaulle airport (Aéroville).

Several business parks intended for international companies are being expanded or created such as the Parc Mail at Roissy en France, the international

zone of south CDG, the business park of Le Bourget airport, the development of the Gonesse-Roissy site, etc.

Several of these projects will enhance the economic development of the region with a sustainable development orientation thus taking into account the need for better environmental and living conditions. In addition to the Roissy Carex project, Paris-Charles de Gaulle airport has been awarded ISO 14001 certification and uses less polluting new generation cargo equipment: all the new airport buildings are HEQ (High Environmental Quality standard) (cargo/logistics buildings projects such as the new cargo station at Paris-Charles de Gaulle, etc.), the circulation of aircraft on the runways has been improved by Aéroports de Paris, eco-sectors have been set up, etc.

Last but not least, the airport will also soon have a sustainable development charter; a concrete translation of the significant territorial consultation conducted.

Euro-Carex: the European high speed rail system

Euro-Carex's ambition is to develop air/rail inter-modality on a European scale for the cargo carriage of short and medium haul flights towards high speed trains when appropriate. It unites the national Carex units composed of Paris, London, Amsterdam, Liège, Lyon and Cologne.

The major European and world air cargo players are heavily involved in the project: Aéroports de Paris, FedEx, UPS, TNT, Groupe La Poste, Air France Cargo, WFS are among the members of Roissy Carex.



Source: Roissy Carex

This project will give air cargo operators the possibility of replacing short haul air transport or road transport with railway transport, thus meeting sustainable development stakes.

A range of services to meet your needs: From market evaluation to your establishment

To facilitate your market research and discover the possibilities offered by Hubstar Paris, development agencies propose a set of services to support you in your decision-making.
After your establishment at Hubstar Paris, you will find all the operational services that meet your needs.

Testimonial of Denis TERSEN, CEO of the PREDA

“The Paris Region Economic Development Agency (PREDA) and its partners are at your service to facilitate your arrival at Hubstar Paris with a range of free confidential and professional services. During your next visit to the Paris region, we can welcome you directly at Paris-Charles de Gaulle airport in the offices of Datagora, a true showroom that will enable you to discover the wealth of this area in a unique multimedia-centred venue. Datagora is funded by all the public players of the hub”.



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Partners





Logistical offering at the Paris CDG airport hub

Location	Activity Zone	Offering	Access	Availability
Border warehouses with runways and related offices	Cargo 2	3,600 sq.m (+700 sq.m of air-conditioned offices)	A1-A3-A104-TGV-Paris CDG airport	immediate
	Cargo 3	5,700 sq.m (+750 sq.m of air-conditioned offices)	A1-A3-A104-TGV-Paris CDG airport	September 2009
	Cargo 4	4,800 sq.m (+1,300 sq.m of offices)	A1-A3-A104-TGV-Paris CDG airport	October 2009
	Cargo 4	1,600 sq.m (+250 sq.m of offices)	A1-A3-A104-TGV-Paris CDG airport	January 2010
Warehouses in public area with related offices	Cargo Village, Cargo 4	400 sq.m (+200 sq.m of offices)	A1-A3-A104-TGV-Paris CDG airport	immediate
	Cargo Village, Cargo 4	200 sq.m (+100 sq.m of offices)	A1-A3-A104-TGV-Paris CDG airport	February 2010
	Cargo Village, Cargo 4	400 sq.m (+200 sq.m of offices)	A1-A3-A104-TGV-Paris CDG airport	April 2010

*Indicative data at end June 2009. Non-binding document.
Source: ADP Immo*

Nearly 1,700,000 sq.m of warehouses of more than 2,500 sq.m available at Hubstar Paris

NB: The location of these offers corresponds to the map selected for the logistics stream of Hubstar Paris.
Offers sorted in increasing order.

Community	Département	Activity Area	Warehouse surface of more than 2,500 sq.m available	Access	Sale or lease
Sarcelles	Val d'Oise	L'Escouvrier industrial park	2,500 sq.m	A1-N1-N16-RER D	lease
Le Thillay	Val d'Oise	Le Thillay business park	3,066 sq.m	A1-N104-D47-RER D	lease
Emerainville	Seine-et-Marne	Pariest	3,500 sq.m	A4-A104-RER A	lease
Villepinte	Seine-Saint-Denis	Les Erables business park / Les Merisiers industrial park	4,035 sq.m	A1-A3-A104-RER-TGV-Paris-CDG airport	lease
Goussainville	Val d'Oise	Goussainville business park	5,000 sq.m	RER D on location-TGV-A1-La Francilienne motorway	lease
Compans	Seine-et-Marne	Parc de la Feuchère business park	6,055 sq.m	A1-A3-A194-N2-RER B-TGV-Paris-CDG airport	lease
Croissy Beaubourg	Seine-et-Marne	Pariest	7,342 sq.m	A4-A104-RER A	lease
Eragny sur-Oise	Val d'Oise	Les Bellevues business park	7,700 sq.m	A15-N184-RER A	lease
Bobigny	Seine-Saint-Denis	Les Vignes industrial park	8,587 sq.m	A3-A86-N3 Metro line 5	lease/sale
Saint-Witz	Val d'Oise	Saint-Witz business park	10,700 sq.m	A1-N17-RER D	lease
Mitry-Mory	Seine-et-Marne	Mitry Compans industrial park	11,807 sq.m	A1-A3-A194-N2 RER B - TGV-Paris-CDG airport	lease/sale
Louvres	Val d'Oise	La Briquetterie industrial park	15,900 sq.m	A1-N17-N104-RER D	lease
Le Blanc Mesnil	Seine-Saint-Denis	La Molette / Le Pont Yblon / Le Coudray industrial parks	27,082 sq.m	A1-N2-A86-N17	lease/sale
La Courneuve	Seine-Saint-Denis	Jean Mermoz industrial park	30,185 sq.m	A1-A86-N2-RER B Tramway	lease/sale
Bussy-Saint-Georges	Seine-et-Marne	Gustave Eiffel business park	32,264 sq.m	A4-A104-RER A	lease

Survilliers	Val d'Oise	La Porte des Champs concerted development zone	33,771 sq.m	A1-N17-RER D	lease
Stains	Seine-Saint-Denis	La Cerisaie industrial park	37,371 sq.m	Metro line 13-RER D-300 meters from the future RER - SNCF interconnection station - north expressway-A1	lease/sale
Roissy en-France	Val d'Oise	Roissy-en-France business park	49,368 sq.m	A1/A104/N17/D902A - RER line B2 Aéroport CDG / station CDG airport	lease
Bonneuil en-France	Val d'Oise	Le Pont Yblon industrial park	50,500 sq.m	A1-RER B and D-TGV-Paris-CDG airport and Paris Le Bourget	lease/ sale
Lognes	Seine-et-Marne	Pariest	86,005 sq.m	A4-A104-RER A	lease
Gonesse	Val d'Oise	La Haute Couture industrial park / L'Argentière concerted development zone	89,229 sq.m	A1-A3-A104-N17-N370-RER D	lease/ sale
Aulnay sous-Bois	Seine-Saint-Denis	Garonor / Les Mardelles business park	92,470 sq.m	A1-A3-N2-RER B	lease/sale
Moussy le-Neuf	Seine-et-Marne	La Barogne business park	93,223 sq.m	A1-A3-A194-N2 RER B-TGV Paris-CDG airport	lease
Marly la Ville	Val d'Oise	Le Moimont II industrial park	149,780 sq.m	A1-N17-RER D	lease/sale
Bruyères sur-Oise	Val d'Oise	Multimodal business park	213,722 sq.m	A16-D924-D922	lease
Vémars	Val d'Oise	Les Portes de Vémars	213,722 sq.m	A1-D16-RER D	lease

Indicative data at end June 2009. Non-binding document.

Sources: Seine et Marne Développement, Implantation95.fr, CCIP93, Entrepotonline, Gemofis, CBRE, Jones Lang Lasalle.



Contacts

The preceding data are supplied for indicative purposes and the partners of Hubstar Paris are at your disposal to study any real estate opportunities proposed with you.

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If your search already concerns a particular site, don't hesitate to contact the Hubstar Paris partner concerned directly.

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