



HOW TO BECOME A WORLD CLASS AIR CARGO HUB - FINANCING THE INFRASTRUCTURE - ADDED VALUE

What is a cargo airport?

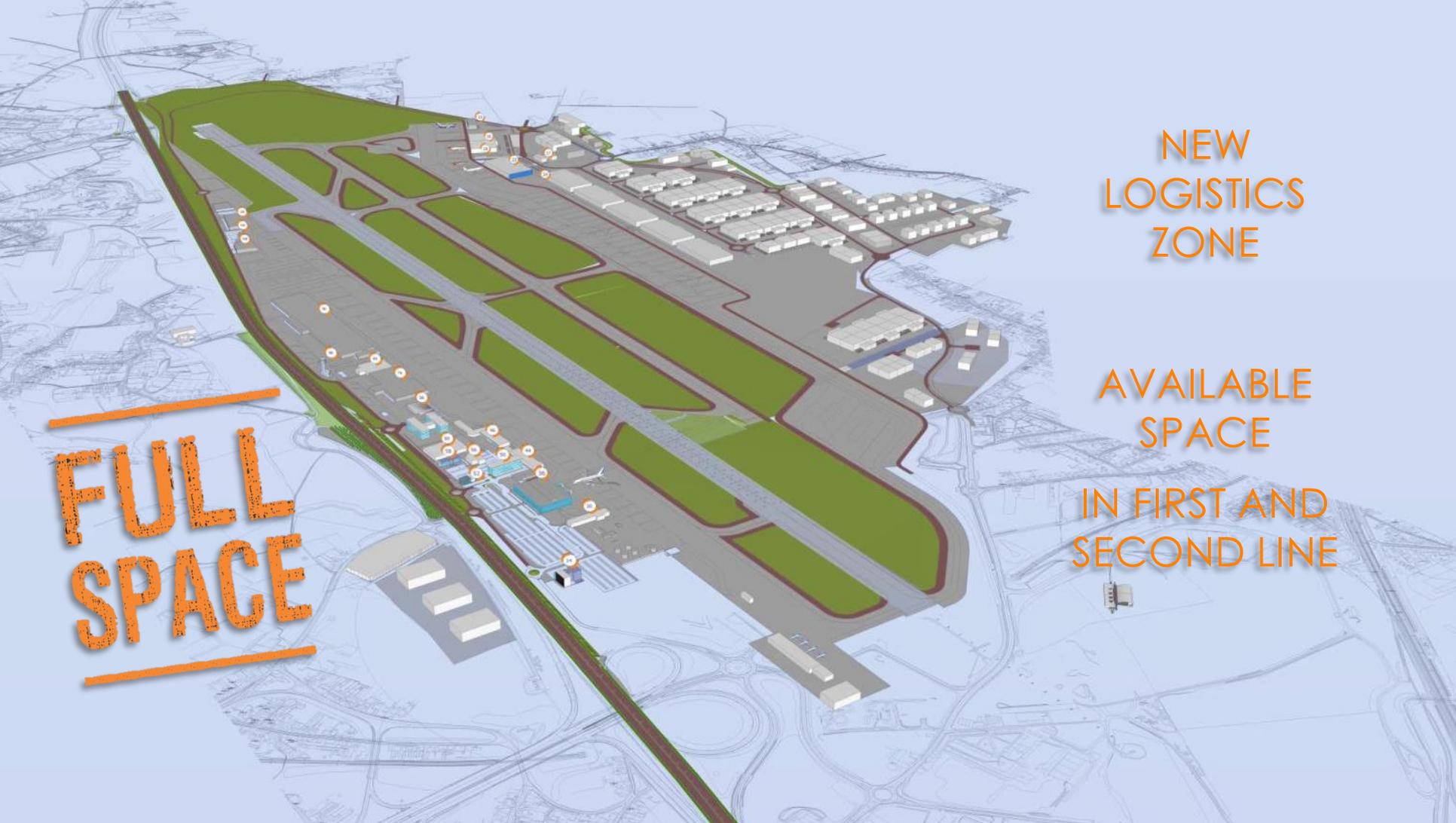
**FULL
TIME**

H24 – 7/7
FULL FLEXIBLE AIRPORT
NO CONGESTION
HIGH SPEED TURNAROUND





Why a Cargo Airport? Freighters + Cargo + Logistics = JOBS + TRADE



**FULL
SPACE**

**NEW
LOGISTICS
ZONE**

**AVAILABLE
SPACE
IN FIRST AND
SECOND LINE**

Different Models of Financing Hubs

- ◎ Airport development through Business Partnership
 - TNT - Fedex hub
 - Airport guarantees Airport Services, and offers Land and Room for Growth
 - Integrator guarantees traffic, and offers investment and operations

Different Models of Financing - Handling

- ◎ Airport Development through Land Lease @ First Line
 - Airport willing to attract Operator / Investors
 - First Line land can be leased, conditional to investment in infrastructure and operations
 - B(uild), O(wn), O(perate), T(ransfer)

Different Models of Financing - Handling

- ◎ Airport Development through Investment
 - Airport willing to attract Operator / Investors
 - First Line land developed by Airport Authorities
 - Basic Infrastructure by airport (walls, roofs, docks)
 - Handling Infrastructure by Handler (fridges, roller beds, rolling material)
 - Lease contract - Operating license

Specialized Infrastructure for common use: Perishables Center / Horse Inn



Real Estate: Investment multiplier at the airport



LIEGE AIRPORT
BUSINESS PARK S.A.

LAND IN LIEGE - Dedicated Logistics Industrial zone at the Airport

- New, 300 hectares Logistics area located at landside-airside border.
- Government supported structural land development
- Third party development - Real Estate Development Partners
- Value increase by Land Speculation and Step by Step development



... up to 8th at European Cargo Ranking

...2017



Air Cargo Excellence Awards 2017

- Best Cargo Airport in Europe
- Best Cargo Airport in the World 400,000 < 1 M. Tonnes



Thank you for your attention