

## Dallas Logistics Hub Overview

The Dallas Logistics Hub (DLH), a development of The Allen Group (TAG), is a new 6,000-acre multimodal logistics park located approximately 12 miles south of downtown Dallas. The Logistics Park, also classified as an Inland Port, is adjacent to Union Pacific's Intermodal Terminal, a potential BNSF Intermodal Facility, four major highways (Interstates 20, 35, 45, and future Loop 9/Trans-Texas Corridor) and Lancaster Airport, which is slated for expansion and transition to an air-cargo facility. DLH also encompasses four cities including Dallas, Wilmer, Hutchins and Lancaster.

With over 1,900 acres of DLH designated as Foreign Trade Zone 39, this Inland Port is strategically positioned to receive, deliver and/or transload thousands of import containers each day. These import containers will predominantly originate from the Pacific Rim Countries and Mexico and move in-bond into DLH after entering the country via the Western U.S./Mexico Ports, the Port of Houston (through the expanding Panama Canal) and Laredo, Texas.

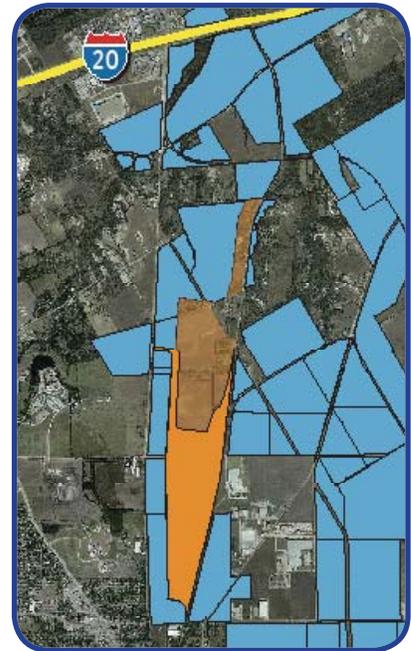


**The Union Pacific Dallas Intermodal Terminal currently operates at 365,000 lifts per year.**

Located directly adjacent to the eastern boundary of DLH is Union Pacific's 350-acre Dallas Intermodal Terminal. This terminal became fully operational in October 2005 and currently operates at 365,000 lifts per year, predominantly servicing the Union Pacific Intermodal trains to/from the west coast and CSX Intermodal trains to/from the east coast. More importantly, this Intermodal Terminal is expandable to handle over 600,000 lifts per year.

BNSF Railway has purchased 198 acres of land on the western boundary of DLH. In conjunction with the sale transaction, BNSF has the option to purchase an additional 164 acres. The property is located in the cities of Lancaster and Dallas, provides 9,000 feet of rail frontage, and represents a substantial portion of the 2.5 miles of BNSF track frontage within DLH.

As owners of the 6,000-acre park, TAG has received tremendous community approval and support, as shown by more than 1,000 people attending the grand opening ceremony in April 2007. In October 2007 TAG announced the start of construction on the first two industrial buildings at DLH totaling more than 800,000 SF. These buildings are the first two LEED™ certified industrial facilities in the Dallas region.



**BNSF purchased 198 acres (solid orange) and has the option to purchase an additional 164 acres (faded orange).**

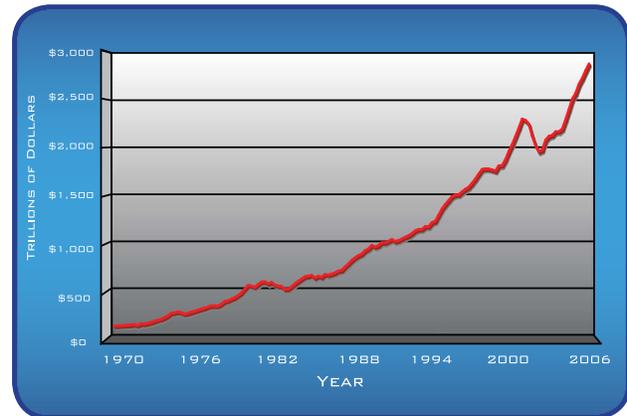
TAG believes the mixed-use development will be mostly logistically oriented, high-bay warehouses that are supplemented by manufacturing, office and a small amount of service retail. However, the biggest potential winners are the large retailers who source large volumes of their products from the Pacific Rim Countries, as they can gain huge drayage savings by locating their distribution center within in DLH.

At complete build-out, over the next 30 to 40 years, DLH will accommodate more than 60 million square feet of vertical development, create 60,000 direct and indirect jobs and provide a \$68.5 billion economic impact for the region.

## Global Trade, Transportation & Development

Integration of the global economy has increased rapidly over the past decade, with international shipments of manufactured goods and raw materials playing a central role in the growth of economic interdependencies that cross national borders and span the world's oceans.

Traditionally, most imported goods are processed upon entry into the United States, usually at or near one of the major U.S. shipping ports. The Ports of Los Angeles and Long Beach combined represent the largest port facility in the United States with approximately three times the amount of containerized cargo traffic of any other U.S. port. Global trade has been expanding at a rapid pace since 1970, when the U.S. traded over \$84 billion in goods, compared to today, when the country trades \$84 billion by the second week of January.



**U.S. imports and exports of goods.**

Between 2003 and 2007, U.S. imports of goods have accelerated to a positive impact on all related industries. Container volume, most of it from Asia, increased from 4 million forty-foot equivalent units (FEUs) to 20 million in the last 25 years. If current trends continue, it will exceed 50 million FEUs by 2020.

In 2007, international trade accounted for nearly 25 percent of U.S. gross domestic product (GDP), with a total of nearly \$3 trillion in goods and services. Conversely, manufactured goods produced domestically have gradually decreased from 24 percent of our GDP in 1969 to less than 12 percent by 2007. These statistics are not surprising but rather clearly confirm that this increase of international trade is attributed to the transformation of the United States into a service-based economy that sources products from where they are most economically produced.

Because of import growth, seaport facilities like Long Beach, the surrounding warehouses and the existing logistics facilities have been heavily impacted and have limited room for future expansion. With no room to expand, all the goods shipped to the United States can no longer be processed in the immediate vicinity of the port of entry. As a result, much of this freight is being transferred directly from the ships at the dock onto rail cars and transported to an Inland Port facility for further processing.

To accommodate this process, railroads are spending billions of dollars on their infrastructure to develop high-density intermodal corridors to swiftly and safely move containers to their brand new state-of-the-art intermodal terminals like Union Pacific's Dallas Intermodal Terminal.



**The advent of the standard shipping container has increased efficiency in shipping.**

The railroad's capital expenditures related to the dedicated high-density rail intermodal corridors have significantly improved international container shipping efficiency. This efficiency has increased the railroad's intermodal volumes and has spawned the creation of Inland Ports and Logistics Parks that are needed to efficiently handle the final mile delivery of the imported containers. As a result, importers are beginning to change the way they do their business, especially when it comes to the strategic decision-making process of how to select the location(s) of their future distribution centers so as to create a competitive advantage.

## **Improvements in Transportation Efficiency**

As U.S. railroad companies spend billions to improve and modernize their transportation infrastructure, the demand for a modern distribution infrastructure has increased proportionately. Modern logistics facility demands have also been fueled by the recent VMI (Vendor Managed Inventory) revolution in inventory control and shipping. VMI shifts the burden of inventories back through the supply chain and ultimately to the manufacturer. Some of the largest and most profitable retailers are demanding that their vendors manage their inventory. As a result, instead of taking possession of thousands of barbecue grills from a manufacturer in China, for example, a retailer will put the burden of delivering these items on their vendor. As a result, it becomes incumbent upon the vendor to deliver the inventory exactly when the retailer expects to sell the grills.

VMI allows the retailer to save on inventory overhead and waste, but it makes the transportation and distribution process much more complicated. As a result, logistics and distribution centers must be able to parse container loads of goods into smaller orders for specific customers. While WMS systems, bar-coding, robotics, and RFID (radio frequency identification) tag systems have improved information flow and reduced some of the labor involved in the distribution center, there is definitely a demand for new modern distribution facilities.

Coupled with the demand for state-of-the-art distribution facilities is the absolute recognition of the long term importance of operating an environmentally responsible distribution facility. More specifically, all new modern distribution infrastructures will mostly likely be LEED™ certified and eco-friendly. Accordingly, they must promote a whole-facility approach to sustainability by recognizing the importance of the five key areas of human and environmental health:

- Sustainable site development
- Water savings
- Energy efficiency
- Materials selection
- Indoor environmental quality



**Rendering of the first two speculative buildings at DLH. Both buildings were designed and constructed to USGBC's LEED specifications.**

Is the global containerized distribution process revolutionary or is it evolutionary? Does it matter? In any case, the process of creating an efficient global supply chain infrastructure continues to move on and the service-based U.S. economy leads the way. The United States' thirst for imports is overloading the country's land-locked sea port facilities. As a result, dedicated double stack trains are moving containers from the sea ports via high density railroad corridors to Inland Ports. These strategically located Inland Ports are developing eco-friendly Logistics Parks. These parks will be full of modern, state-of-the-art, environmentally-friendly distribution centers that will be capable of delivering imported goods in a manner that is both service and cost efficient.

Currently, 45 percent of all U.S. cargo flows through the Port of Los Angeles and Long Beach. Due to a projected increase in cargo flow, many imported shipments may make the transcontinental journey to destinations in the Southwest, Southeast, and Eastern United States via Dallas, Texas. As U.S. demand for imported goods continues to increase along with advances and refinement in shipping and inventory control, the importance of all Inland Port facilities and logistics parks will continue to grow. This is especially true at ideally situated locations that intersect multiple shipping routes via several modes of transportation (i.e., high-density rail corridors, intermodal terminals, interstate highway systems and cargo airports).

## **Technological Advances in Logistics and Distribution Management**

In addition to a general trend of increasing global trade, the demand for logistics parks is driven by the recent revolution in supply chain management. The science of supply chain management began to take shape in the 1970s with the first major advance in how manufacturers and retailers set production targets using forecast sales data. The concept was essentially, "make what you think you will sell," and was revolutionary for that era. Throughout the next three decades, this process was refined to provide a more precise connection between raw materials and finished goods, but one important element was left out of the process until the late 1990s – "real time." Previously, manufacturing forecasts were based on seasonal or annual sales figures, which built large inventories in warehouses, usually relatively close to end users.



**Technological advances in warehouse management continue to improve efficiency.**

With the help of modern communication, information sharing and more sophisticated sales forecasting gave way to dynamic interaction across the supply chain and the JIT and VMI philosophies of inventory control were developed. These philosophies reduced inventory overhead and waste through relatively precise and short-term forecasting of production and purchasing requirements and began to shift the burden of inventory management to the vendor whenever possible.

The implications of JIT & VMI management science to the supply chain industry are multifold. First, warehousing is pushed back in the supply chain, and in some extreme cases eliminated entirely. Second, warehousing and distribution is now being consolidated at a few regional distribution centers, as opposed to several smaller, local warehouses. These new regional distribution centers are not being constructed for storage, but in fact are focused on throughput. With greater transparency in end-user demand for goods, frequent, smaller shipments are sent directly from these distribution centers to the point of sale, thereby consolidating the warehousing and distribution process and improving efficiency.

Continuous technological advances in warehouse management techniques also improve efficiency. JIT & VMI techniques require supply-chain information to be disseminated quickly and thoroughly throughout the process. The entire process depends on up-to-date information, as close to real time as possible. Technological advances in shipment tracking, internet accessible monitoring, and automated order picking continue to improve this aspect of supply-chain management.

JIT & VMI supply chain management techniques will continue to increase the need for new distribution centers, driven by consolidation of warehousing and increased shipment parsing utilized in this process. But in the end, supply chain management is both an art and a science. Everyone can have state-of-the-art distribution center facilities. However, if you source your products from the Pacific Rim and/or Mexico, your supply chain managers must also know where to strategically locate these new regional distribution centers, as there is no scientific management technique to define this process.

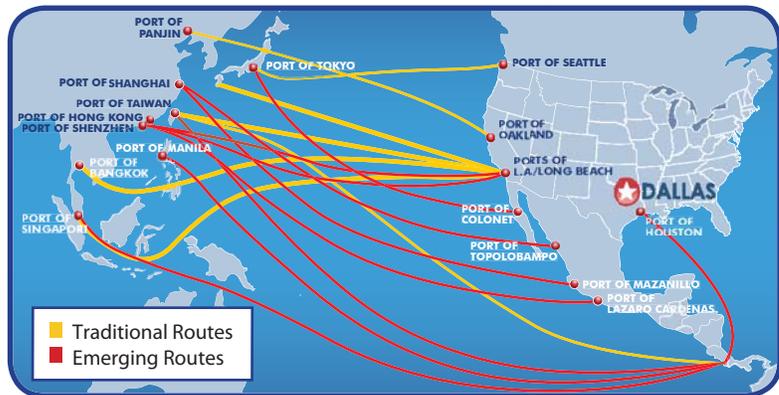
## Trade with China

One of the key demand drivers for logistics and distribution facilities is increasing trade with Pacific Rim nations, most notably China. Trade with China is increasing at a rapid pace, as it is a low-cost, emerging market with a monetary policy that has restrained its currency from appreciating against the dollar.

During the past decade, trade with China has been the largest contributing growth factor in U.S. trade, and has been increasing at an average rate of 17 percent per year, or three to four times greater than the U.S. nominal GDP. Since the turn of the last century, imports of goods from China increased at an annual rate of 29 percent, to more than \$287 billion, which is up from \$100 billion in the year 2000.

To put this in perspective, international trade with China alone will soon surpass \$1,000 annually per U.S. citizen.

China is the single largest exporter of advanced technology products to the United States with \$45 billion, or 24 percent of the total value of imported advanced technology products, and 1.6 times more than the second-largest exporter, Canada.



Pacific trade routes.

China opened its first business development office in Dallas in May 2006, and around the same time two large Chinese manufacturers signed leases for distribution facilities in Dallas: Goldendale Inc. of Zhejiang Province, which manufactures scooters and dirt bikes, and Parsun Incorporated from Suzhou, which makes portable generators. China is the Dallas area's largest trading partner with over \$13.6 billion in trade in 2007.



**DLH will facilitate the transfer of goods from cargo and warehouse locations throughout the U.S.**

The emergence of China in recent years as a major trading partner of the United States, along with further projected growth in the region, creates an increasing dependence on distribution and logistics facilities handling cargo along the various Pacific trade routes. DLH's eventual dual intermodal facilities, which are located near four major interstate trucking highways, position TAG to capitalize on the expansion of global trade with all of Asia; as DLH will facilitate the transfer of goods from cargo and warehouse locations to destinations throughout the Southwest, the Southeast, and the Eastern United States.

Also, excess carrier capacity is abundant in Dallas. As a result, DLH is positioned to capture a major multi-purpose crossdock-transload operator. A rail-served crossdock facility in DLH will allow the transloader the ability to strip both international containers and railcars originating in Mexico, (and elsewhere) and swing them into the domestic vans of the truckload and the intermodal carriers who are seeking backhauls to the Midwest, Northeast, and Southeast regions of the United States.

## Trade with Mexico

Mexico / U.S. trade is growing at the rapid pace of approximately 20 percent per year. With the United States' annual value of imported goods from Mexico now exceeding \$210 billion, Mexico has become our third-largest trading partner. In fact, Mexico now accounts for about 11 percent of the value of all U.S. imports.



About 50 percent of imported goods from Mexico come into the United States through Laredo, Texas. All imported goods that move north by truck out of Laredo move on the NAFTA trade corridor (I-35). With I-35 running three miles to the west of DLH, TAG is positioned to capture a significant quantity of retail goods through its distribution, warehouse, and logistics facilities.

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## Panama Canal Expansion

In April 2006, President Manuel Torrijos of Panama announced plans for the first major infrastructure improvements to the Panama Canal in nearly 100 years. Modernization of the canal was a major tenet of his election platform in 2004. With global trade increasingly utilizing Post-Panamax freighters incapable of fitting through several locks and channels on either end of the canal passage, the importance of updating and improving distribution methods was imperative.

The *Panamax* term was originally coined to describe freighters built to the maximum size that would allow passage through the canal system. But in the 1990s, increasing quantities of trans-oceanic trade in goods necessitated larger container ships to efficiently move shipments. Currently, Post-Panamax

vessels with Asian goods destined for the Midwestern and Eastern United States travel either the longer sea route via the Indian Ocean, Suez Canal, Mediterranean and Atlantic Oceans, or are routed to the Western United States, then transported via rail or road system to the east. Both of the current alternative routes can be subject to more constraints than sending goods through the Panama Canal. As a result, a national referendum to begin construction efforts was affirmed by Panamanian voters.



**The Panama Canal expansion will directly increase the amount of goods shipped to the Port of Houston.**

The Panama Canal expansion will increase the amount of goods imported through the Port of Houston, which will further increase the requirement for logistics and distribution centers in that region. Furthermore, the increased volume of containers that will be destined to the Dallas area for consumption and/or for transloading to points beyond will increase the backhaul capacity for the DLH shippers who distribute their domestic products to the Houston area or export products to South America, Europe, and Asia via the Port of Houston.

## Port of Houston

Although the Port of Houston has historically been the largest U.S. port of entry for oil and chemical shipments, it has recently experienced annual container traffic growth ranging from 16 to 23 percent. With container freight through the Port of Houston already enjoying these annual increases, the additional Panamanian traffic will compound this growth. The Panama Canal expansion is slated for a seven to 10 year completion timetable, which would begin putting additional Panamax container traffic in the Port of Houston around 2015 to 2017.

## Ports of Los Angeles and Long Beach

As a result of the United States' continued heavy dependence on imported goods from the Pacific Rim region, traffic at the Port of Los Angeles / Long Beach is at record levels and is expected to continue to increase. In 2006, container traffic at the Port of Los Angeles / Long Beach was 7.8 million forty-foot equivalent units (FEU), or roughly three-and-a-half times the volume processed at the Ports of Seattle and Tacoma, the second largest western U.S. point of entry. Historically, increased trade with the Pacific Rim nations had a direct correlation with container shipments through the Port of Los Angeles / Long Beach. On average, cargo volume has grown by approximately 400,000 FEUs annually since 1995. The following table displays the recent growth trends of trade at the Port of Los Angeles / Long Beach:

	<b>FEUs (millions)</b>	<b>Annual Growth</b>
<b>2003</b>	<b>5,918,532</b>	<b>10%</b>
<b>2004</b>	<b>6,550,646</b>	<b>11%</b>
<b>2005</b>	<b>7,097,221</b>	<b>8%</b>
<b>2006</b>	<b>7,880,109</b>	<b>11%</b>
<b>2007</b>	<b>7,833,752</b>	<b>-.05%</b>

*Source: Intermodal Association of North America*

While alternative trade routes will also lead to increased cargo volume moving forward, the Port of Los Angeles / Long Beach is anticipated to process more shipments to keep up with the increasing amount of goods imported from abroad. In fact, cargo volume at East Coast ports is growing at 15 percent per year and is projected to triple over the next 15 to 20 years. The southern California region has been, and will continue to be, an integral part of the international supply chain.

## Top 10 U.S. Ports

2002-2007, in Millions of FEUs (Forty-Foot Equivalent Units)

Rank	Port	2007	2006	2005	2004	2003	2002
1	Los Angeles	4.18	4.23	3.74	3.66	3.59	3.05
2	Long Beach	3.66	3.65	3.35	2.89	2.33	2.26
3	New York/New Jersey	2.65	2.54	2.40	2.24	2.03	1.87
4	Savannah	13.0	1.08	.95	.83	7.63	.66
5	Charleston	.88	.98	.99	.93	.85	.80
6	Norfolk/Hampton Roads	1.07	1.02	.99	.90	.82	.72
<b>7</b>	<b>Houston</b>	<b>.88</b>	<b>.80</b>	<b>.80</b>	<b>.72</b>	<b>.62</b>	<b>.57</b>
8	Oakland	1.92	1.20	1.14	1.02	.96	.85
9	Seattle	.97	.99	1.04	.89	.74	.72
10	Tacoma	.96	1.03	1.03	.90	.87	.74

Source: Intermodal Association of North America (IANA)

Container shipping through the Port of Houston increased by 45 percent from 2002 to 2006 (IANA) and the Port of Houston Authority expects near-term growth in container freight of 16 to 23 percent, which could soon make Houston the fourth largest port in the United States for container shipping. Long-term growth in port traffic will be driven partly by the Panama Canal expansion recently approved by voters in Panama and outlined above.

The expansion, set for completion in 2015, will allow larger, post-Panamax vessels to transit the canal, as well as increase the capacity for smaller vessels. Many of these ships will dock in Houston. With the Midwestern and Eastern United States currently receiving 65 percent of imported goods through west coast ports (U.S. Department of Commerce), companies can elect to ship via the maritime route through the canal, which can be less expensive, in some cases, than by land (rail or truck). In order to accommodate growing traffic through the port, the PHA recently completed a five year project to deepen and widen (from 40 to 45 feet in depth and from 400 to 530 feet in width) the Houston Ship Channel, a 25-mile complex of which the Port of Houston is comprised.

## Port of Lazaro Cardenas

In March 2003, Hutchison Whampoa of Hong Kong began a \$300 million expansion of the Mexican Port of Lazaro Cardenas. The expansion project is expected to increase container capacity from 100,000 to two million TEUs by 2008. This expansion, coupled with the controlling purchase of the Mexican Railroad (TFM) by the Kansas City Southern Railroad, could make Lazaro Cardenas not only the most important port for Mexican imports from Asia, but perhaps, in the not too distant future, a viable land bridge from the Pacific Rim into the United States via Laredo, Texas.

## Other Mexican Ports

In addition to Lazaro Cardenas, Punta Colonet (Baja Peninsula), Manzanillo, Topolobampo and Ensenada, have all been positioned by the Mexican government as alternatives to increasingly congested western U.S. port facilities. Nonetheless, the majority of imports currently entering the United States from Mexico are the products manufactured in Mexico and crossing the U.S. border at the Inland Port of Laredo, Texas.



Ports along the western Mexican coast will alleviate congestion in U.S. port facilities.

## Railroad's Expanding Role in Global Distribution

The expansion of imported goods from abroad has created an opportunity for the railroad industry to regain a part of the market share that it lost to the trucking industry many decades ago. They are taking advantage of this opportunity and are aggressively pursuing a strategy of building high-capacity, double-mainline intermodal corridors to link sea ports with brand new, intermodal terminal facilities.

These new and modern intermodal terminals are being constructed by the railroads at the end of each high-density rail intermodal corridor. The result is an increase in the number of containers that are loaded directly from the ships onto railcars at the sea ports of entry and subsequently moved by dedicated stacktrains to the Inland Port terminals and the multimodal logistics parks that are simultaneously being developed.



**KCS Rail Line**



**BNSF Rail Line**



**Union Pacific Rail Line**

Railroad intermodal transportation is the safest and most efficient way in moving large quantities of goods over long distances. This is due to a number of factors which include the following:

- Rail transport of double stack containers moving in unit train configurations provide importers with damage-free service in theft-proof stackcars.
- Rail transport is more fuel efficient. For example, one gallon of fuel will move a ton of cargo on a stacktrain 450 miles, while one gallon of diesel fuel in a truck will move a ton of freight only 59 miles.
- Double-stacked intermodal trains can handle 280 truckloads at a time

Sixty five percent of the import containers received by western U.S. ports are bound for cities in the central and eastern United States. In 2004, the Port of Los Angeles / Long Beach on-dock rail use grew to more than 236,000 FEUs, with no slow down in sight. As a result, The Port of Los Angeles / Long Beach expanded its capacity to accommodate the increasing number of rail shipments. Among these capacity increasing efforts was to add on-dock rail service to transport containers by rail directly from the shipping dock to both the Union Pacific and the BNSF railway hubs that are located about 20 miles north via the Alameda Corridor.

At these rail hubs, both Union Pacific and BNSF build dedicated intermodal trains every day to run in their high-density corridors. These corridors include Los Angeles to Kansas City and Los Angeles to Dallas.

At the end of Union Pacific's Los Angeles to Dallas corridor, growing volumes of containers will be cleared, and then either cost-effectively delivered, forwarded, or stripped at the Dallas Logistics Hub. In the near future, BNSF will build a new intermodal facility at DLH, making it the only Inland Port in North America to house two intermodal facilities.

## Interstate Highway Distribution

Started by President Eisenhower in 1957, the interstate system was specifically designed to improve the efficiency of interstate commerce by truck in the United States. With more than four million miles of road system in the United States, truck transportation accounts for about half of the goods transported in the United States by ton-mile, and about 90 percent by dollar value.

### Total Freight Shipments: 2002

Mode	Tons (millions)	Value (\$ billions)	Ton-Miles (billions)
Truck	11,712	\$9,075	1,515
Rail	1,979	\$392	1,372
Water	1,668	\$673	485

*Source: Department of Transportation*

Furthermore, since 1980 vehicle-miles traveled (VMT) have increased by 80 percent, while additional lane-miles have increased capacity by only two percent. During that period, truck VMT surpassed passenger VMT and is expected to grow by three percent annually. In the state of Texas, road transportation is largely driven by import / export border crossing traffic, with more than three million crossings in 2005. Border crossings primarily occur at four locations: Laredo, El Paso, Hidalgo and Brownsville. Of those locations, Brownsville, Hidalgo, and Laredo all feed directly into the I-35 corridor through DLH.

Each of the three primary modes of shipping used in the United States (road, rail, and waterway), has its own distinct cost function, with cost per unit of weight over a given distance varying for each method. Statistics demonstrate that shipping by truck is cost-efficient over shorter distances, less than 700 miles. Ideally, goods traveling longer distances would travel by rail or water, using the truck to distribute shipments to multiple final destinations. More than 60 million people, or 20 percent of the U.S. population, live within 300 miles of DLH. Improving the efficiency of shipping by reducing truck miles will become a significant factor in logistics management during the next decade.

**DALLAS LOGISTICS HUB**

Interstate highway truck traffic is poised for growth with the increasing importance of international trade. Of particular importance is the eastern half of the United States, which can be conveniently served via Dallas, located at the intersection of the western and eastern halves of the United States and the U.S. anchor of the NAFTA Trade Corridor.

In the end, all roads will lead to the strategically-located Inland Port facility called the Dallas Logistics Hub. The intermodal trains of the western railroad's high density Los Angeles / Long Beach to Dallas corridor will be able to terminate thousands of import containers each day at DLH. From here, these products can be delivered to the Southwest, the East, the Midwest, and the South via the four major trucking routes that will intersect near or at DLH.



**Four major trucking routes intersect near DLH.**

In addition to previously mentioned I-35 NAFTA Truck Highway corridor, three other major highway systems will serve DLH as follows:

- I-45, the Interstate Highway that runs south from Dallas to Houston, is the Eastern boundary line of DLH.
- I-20, the East-West Interstate that connects Dallas to Atlanta and the South, forms the northern boundary line of DLH.
- Proposed Texas Loop 9, the Texas Superhighway, is planned to fork around Dallas at the southern boundary of DLH.

Yes, all roads, rail and concrete, will lead to the Dallas Logistics Hub.

**U.S. Border Crossing /Entries by Trucks**

Port	Year	Trucks
Brownsville	2006	243,116
Del Rio	2006	65,487
Eagle Pass	2006	97,567
El Paso	2006	744,951
Hidalgo	2006	457,825
Laredo	2006	1,518,989
Presidio	2006	6,306
Progreso	2006	31,533
Rio Grande City	2006	43,199
Roma	2006	8,502
<b>Total</b>		<b>3,217,094</b>

*Source: U.S. Department of Transportation, Research and Innovative Technology Administration, Bureau of Transportation Statistics, Border Crossing/Entry Data; based on data from U.S. Department of Homeland Security, Customs and Border Protection, OMR database.*

## The Allen Group

The Allen Group is a commercial development firm specializing in rail-served logistics industrial parks and build-to-suit facilities, including Class A office buildings. TAG currently has 8,000 acres under development across the United States, with commercial properties ranging in size from 35,000 square feet to 1.7 million square feet, as well as four master-planned industrial parks. These projects include the International Trade and Transportation Center ([www.ittc.com](http://www.ittc.com)); MidState99 Distribution Center ([www.midstate99.com](http://www.midstate99.com)); the Dallas Logistics Hub ([www.dallashub.com](http://www.dallashub.com)), and recently announced Logistics Park Kansas City.

The Allen Group, based in San Diego with regional offices in Visalia and Bakersfield, California; Dallas, Texas; and Kansas City, Kansas, is trusted by *Fortune 500* companies such as VF Corporation, Cox Communications, FedEx, International Paper Company, Intuit, Kraft Foods, and Wal-Mart Stores. For more information about The Allen Group, please visit [www.allengroup.com](http://www.allengroup.com).

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