

CARGO CLAN

QUARTER FOUR 2016
2016年第四季

CATHAY PACIFIC CARGO

AMERICAS EXPRESS 美洲速遞

How Cathay Pacific links North and South America with Asia
國泰航空接通南北美和亞洲

NEW PORTS OF CALL

Inaugural freighter services touch down in Portland and Queensland

貨運新航點

波特蘭和昆士蘭貨機首航服務

NORTHERN FLIGHTS

On duty with the Alaska pit-stop crew that keeps the fleet flying

北部挑戰

與阿拉斯加中途站團隊齊心協力起飛

CHERRY ON THE TOP

How the Pacific Northwest's fruit harvest hits the shelves in Asia

櫻桃成熟時

太平洋西北地區的鮮果直達亞洲

CARGO HAS TO DELIVER

貨運無間

This has been an exciting quarter with new routes, new launches and new customers. It shows that despite some gloom at the start of the year demand is there. Tonnages have been good, while yields continue to be affected adversely by a variety of factors.

The onus is on us to deliver on the cargo side for the business overall. And notwithstanding the political shocks of this year, from Brexit to the US election, we can look at 2017 with some confidence.

China's economy is more robust than many people thought as 2016 got underway, and the same is true of the US (p10). The great welcome we received in Portland (p26) was in response to shippers wanting to work in tandem with forwarders and airlines to develop hubs and bespoke solutions – and how excited they are to have that direct link to the Far East.

Similarly, we started operations to Brisbane West Wellcamp. This is largely the result of an enterprising airport realising that demand for perishables in China is not going to diminish soon (p24) and it worked hard to make it as easy as possible for us to operate there.

On another continent, South America remains on our radar as an opportunity, and business continues to grow via our partnership with LATAM Airlines via Miami and our own business via Mexico. I can only see that increasing. It's good to have bright spots like these. Let's hope for more in the New Year.

來到第四季，我們迎來新航線、新服務和新客戶，證明雖然年初經濟脆弱，但需求仍然不竭。載貨噸數不錯，但收益率卻繼續受各種不利因素影響。

因此貨運肩負重任，致力提升整體業務。今年全球政局多變，從英國脫歐到美國總統大選結果，儘管如此，我們對2017年的前景仍然信心十足。

縱觀2016年，中國的經濟較許多人想像的更穩固，美國亦然（第10頁）。我們的波特蘭新貨運航線（第26頁）開通直航遠東的貨運服務，深受當地熱烈歡迎，讓托運人能夠與貨運商及航空公司緊密合作，藉此建立運輸樞紐及提供量身定制的解決方案。我們亦開辦了布里斯班西威爾坎普的貨運航線。當地機場預見中國對鮮貨的需求將持續強勁（第24頁），並致力為我們提供各種協助，最終促成這次合作。

另一邊廂，南美商機無限。我們與LATAM航空簽訂聯營協議經邁阿密接連拉丁美洲，加上我們經辦墨西哥的航點，均大大增強兩地的業務合作。我們樂於增辦這些嶄新航點，並期待來年開拓更多不同航站。

Simon Large

Director cargo

貨運董事 羅世民



CONTENTS 目錄

3 NEWS, ANALYSIS, INSIGHT

New freighter services; network news; Meet the Pilot

新聞、分析、灼見

全新貨運航線；網絡快訊；專訪國泰機師

8 DATA PACKAGE

The Americas; IATA looks ahead to 2017 challenge

數據演繹

美洲進出口數據；IATA 展望2017年挑戰

10 AMERICA FIRST?

A look at US economic trends and the future of trade deals under the President-elect

美國預測

前瞻美國經濟走勢及候任總統統治下的貿易協定前景

14 RIGHT SAID FRED

VP Americas Fred Ruggiero on the continents' cargo flows

他山之石

美洲副總裁Fred Ruggiero 論述當地的貨運流程

16 ISLAND LIFE SCIENCE

Puerto Rico is becoming a major centre for pharma

醫藥先鋒

波多黎各成為醫藥運送樞紐

18 NORTHERN EXPOSURE

Meet the team who keep the freighters running with the vital Alaskan technical stop

極北航站

阿拉斯加作為重要技術停靠站，貨運團隊克盡己任，令貨機順利起航

22 CHERRY PICKERS

How the Pacific Northwest's cherry harvest gets to market

櫻桃速遞

送遞太平洋西北區出產的櫻桃

24 CLAN GATHERINGS

Portland and Wellcamp debuts

同業聚會

波特蘭及西威爾坎普啟航

28 FACTS, FIGURES, INFO

資料、數據、訊息

CATHAY PACIFIC CARGO



PRODUCED BY
CEDAR HONG KONG

16/F Cambridge House, Taikoo Place, 979 King's Road, Quarry Bay, Hong Kong, tel +852 2833 9788
cedarcom.hk

General enquiries: cathayenquiries@cedarcom.hk
Editorial enquiries: cargoclan@cedarcom.hk

Colour origination by Rhapsody, UK
Paper supplied by Antalis
Printed by Toppan Printing Co., (H.K.) Ltd.
1 Fuk Wang Street, Yuen Long Industrial Estate, NT, Hong Kong

承印：凸版印刷（香港）有限公司
香港新界元朗工業村福安街一號

EDITORIAL ADVISORY BOARD

Manager Cargo Global Accounts and Marketing **Jeanette Mao** / Assistant Manager Cargo Marketing **Myra Lee** / Cargo Marketing Coordinator **Horace Leung**

EDITORIAL

Editor **Phil Heard**
Group sub-editor **Vanessa Kwok**
Contributors **Stuart Heaver, Ian Putzger, Alex Lennane**

ART

Creative director **Steve Ellul**
Designer **Charles Leung**
Picture editor **Elisa Fu**
Picture researcher **Mike Pickles**

ACCOUNT MANAGEMENT/ PRODUCTION/FINANCE

Senior account manager **Sarah Paisley**
Head of production **Simon Ho**
Production controller **Kennis Yuen**
Assistant accountant **Kan Yuk Lan**

CEDAR COMMUNICATIONS

CEO **Clare Broadbent**
Creative director **Stuart Purcell**
Digital director **Robin Barnes**
Production director **Vanessa Salter**
Finance director **Jane Moffett**
Managing directors **James Mastin, Hannah Saunders**
Editorial director **Mark Jones**



Cargo Clan is published quarterly by BBDO Hong Kong Ltd (Room 1501, 15/F, Cityplaza 4, 12 Taikoo Wan Road, Taikoo Shing, Hong Kong) for Cathay Pacific Cargo Ltd. No part of this magazine may be reproduced without the written permission of Cathay Pacific Cargo Ltd. All rights reserved. Copyright © 2016 by Cathay Pacific Cargo Ltd. Opinions in Cargo Clan are the writers' and not necessarily endorsed by Cathay Pacific Cargo Ltd. Cathay Pacific Cargo Ltd, Cedar Hong Kong and BBDO Hong Kong Ltd accept no responsibility for unsolicited manuscripts, transparencies or other material. Manuscripts, photographs and artwork will not be returned unless accompanied by appropriate postage.



oneworld® is an alliance of Cathay Pacific, airberlin, American Airlines, British Airways, Finnair, Iberia, Japan Airlines, LAN, Malaysia Airlines, Qantas, Qatar Airways, Royal Jordanian Airlines, S7 Airlines, SriLankan Airlines and TAM Airlines



All rights reserved. Copyright © Cathay Pacific Airways Ltd
Cathay Pacific Airways Ltd is part of the Swire group



NETWORK NEWS 網絡快訊

PEAK SHOWS PROMISE FOR NEW YEAR

末期業績高峰為來年奠下基礎



Cathay Pacific and Dragonair, now rebranded as Cathay Dragon, carried 172,385 tonnes of cargo and mail in October, an increase of 5.3 per cent compared to the same month in 2015.

Cargo and mail load factor rose by 1.6 percentage points to 68.1 per cent. Capacity, measured in available cargo/mail tonne kilometres, increased by 0.6 per cent, while cargo and mail revenue tonne kilometres (RTKs) increased by 3.2 per cent.

Cathay Pacific GM cargo sales and marketing Mark Sutch said: 'We have seen a peak, and it was better than last year. History tells us a good peak gives us momentum for the following year. The first quarter of 2016 was disappointing to say the least and I'm confident that the first quarter of 2017 will be better than that.'

'Overall cargo demand in October was fairly strong and tonnage continued to grow with exports from Europe, Asia and Mainland China remaining robust. However, yields remain an issue, although rates were getting

back to peak season levels.

'Madrid and Gatwick are performing to expectation if not better, and we expect the same from Tel Aviv when that starts next year.

'Notwithstanding the election, the US remains an important market and there has been no immediate economic fallout.

'Both the new Portland and Brisbane West Wellcamp services are operating what you might call niche markets, compared to the traditional gateways that you might associate with Cathay Pacific Cargo.

'The state of Oregon is a huge e-commerce hub, given the zero state tax, and good for produce. Produce and the direct link to Queensland's agricultural heartland underpin the Wellcamp route. Queensland has little main deck capacity, and that presents opportunities for outsized cargo, and we're already taking bookings.

'India remains a strong import and export market, and although there are no plans to increase geographical presence, we have added some seasonal freighter capacity.'

國泰航空與國泰港龍航空（前稱港龍航空）於10月共運載172,385噸貨物及郵件，較去年同期增加5.3%。貨物和郵件運載率上升1.6個百分點至68.1%。以可用貨物及郵件噸千米數計算的運力錄得0.6%升幅，貨物及郵件收入噸千米數則增加3.2%。

國泰航空貨運營業及市場部總經理薩孟凱表示：「貨運業務攀上高峰，整體表現較去年為佳。過去經驗告訴我們，最後一季業績向好，將可帶動來年的業務增長。坦白說，2016年首季業績差強人意，我有信心2017年的首季將有更好表現。」

10月份整體貨運需求相對強勁，載貨量持續上升，歐洲、亞洲及中國內地的整體出口需求持續殷切。貨運團隊致力提高收益率，而運費亦已逐漸返回旺季水平。

馬德里和蓋特威克的業績達標，甚至較預期好，我們期望明年開通的特拉維夫航線表現同樣出眾。

美國雖然經歷了大選帶來的震盪，但依然會是重要的市場，經濟亦未見即時下挫。

而新開辦的波特蘭和布里斯班西威爾坎普貨運航線是所謂的小眾市場，與大眾熟知的國泰貨運傳統航點大相逕庭。

俄勒岡州政府奉行零徵稅政策，有利農產品行銷，亦令當地發展成為龐大的電子商貿中心；威爾坎普則是盛產各類農產品的昆士蘭農業重鎮。昆士蘭甚少用盡主貨艙運載力，新航點正好為體積過大貨物提供貨運機會。我們目前已收到不少訂單。

印度仍是表現強勁的出入口市場，雖然我們並無計劃拓展當地業務，但已因應增加了季度的貨機載貨空間。」

1,512,127

Tonnes of cargo and mail carried up to end of October 2016
至2016年10月底為止，貨物和郵件的運載噸量（公噸）

63.5%

Cumulative cargo and mail load factor to end of October 2016
至2016年10月底為止，貨物和郵件的累積運載率

CATHAY PACIFIC AND LUFTHANSA'S HK MEET 國泰與漢莎的香港午聚

Cathay Pacific Cargo and Lufthansa Cargo started their joint venture in style in October with leaders from both airlines hosting an event in Hong Kong. Cathay Pacific director cargo Simon Large and Peter Gerber, CEO and chairman at Lufthansa Cargo, hosted some of Asia's leading freight forwarders at Cathay City for an introductory lunch.



國泰貨運與漢莎貨運達成商務合作協議，為客戶提供更優越的服務。兩者於10月在香港舉行慶祝活動，雙方高層欣逢其會，預祝彼此日後合作愉快。

國泰航空貨運董事羅世民及漢莎貨運行政總裁兼理事會主席Peter Gerber，於國泰城宴請亞洲區首屈一指的貨運代理商共晉午膳，講解合作詳情。

Welcome: Cathay Pacific Cargo and Lufthansa Cargo colleagues join customers at Cathay City
恭迎光臨：國泰貨運與漢莎貨運代表於國泰城歡迎客戶蒞臨

BRISBANE WEST WELLCAMP JOINS FREIGHTER NETWORK

布里斯班西威爾坎普加入國泰貨運網絡

Following a successful trial flight in November last year, Cathay Pacific Cargo has started the first regular freighter service to Brisbane West Wellcamp in Queensland, Australia.

The service will operate on a Hong Kong – Sydney – Melbourne – Brisbane West Wellcamp – Hong Kong routing every Monday, using the Boeing 747-8F.

The aircraft offers more space to carry the anticipated high volumes of fresh produce from agricultural regions, as well as plant and equipment needed to support the region's mining and manufacturing activities.

Cathay Pacific director cargo Simon Large said: 'With our successful trial flight into Brisbane West Wellcamp last year, followed by strong support from the community of southern Queensland, we are excited to introduce this new service to support shippers in the region. With growing demand from mainland China for Australia's agricultural products, we are confident our service will provide local businesses with a competitive advantage as the benefits of the new China-Australia Free Trade Agreement increase.'

The airport, 120km west of Brisbane, is privately owned by Wagners Global, which started out as a concrete and aggregates supplier and is spearheaded by chairman John Wagner. He identified a need for an airport to support export demand for Queensland's agricultural produce in China.

He said: 'The service is a tremendous opportunity and will see chilled beef and other perishables flown direct from local

producers to customers in Asia. This really is the culmination of two years of very hard work to convince an airline to run out of a regional centre in Australia. It's just very, very good news for our region, the state and the country.'

See Clan Gatherings, p24

國泰貨運於去年11月成功試飛澳洲昆士蘭的布里斯班西威爾坎普機場，現正式開辦此首個國際貨機航線。

飛往布里斯班西威爾坎普的貨運航班為香港 – 悉尼 – 墨爾本 – 布里斯班西威爾坎普 – 香港，逢周一出發，以波音747-8F貨機營運。這款型號的貨機能提供更充裕的載貨空間，運載預期市場需求龐大的澳洲新鮮農產品，以及供區內礦場與工廠使用的大型機器及設備。

國泰貨運董事羅世民表示：「國泰航空去年成功試飛到布里斯班西威爾坎普之後，得到南昆士蘭大力支持，我們很高興能為當地的托運人提供新空運服務。中國內地市場對澳洲農產品的需求不斷增長，我們深信國泰的服務能為當地的商貿帶來具競爭力的優勢，把握中澳自由貿易協定帶來的更多商機。」

西威爾坎普機場位於布里斯班以西120公里，為Wagners Global公司私人擁有，該公司以供應混凝土及建築材料起家，目前公司主席為John Wagner。他指出當地需要一座機場，以應付昆士蘭出口當地農產品至中國的需求。他表示：「這條新航線為我們帶來巨大商機，幫助本地農商將冷凍牛肉和其他鮮貨直接空運到亞洲市場。這兩年來我們費盡心思說服航空公司在澳洲的區域樞紐以外地區運營。這對於我們這一區、昆士蘭省以至整個澳洲都是一大喜訊。」請翻閱第24頁的「共聚一堂」

NETWORK NEWS

網絡快訊

In October, Cathay Pacific announced it would be adding Tel Aviv (right), Israel, to its flight schedule from 26 March 2017 – subject to government approval. It will fly the four-times weekly service using the Airbus A350-900.

Cathay Pacific chief executive Ivan Chu said: 'We are excited to be launching a direct link to Tel Aviv, which has established itself as a culturally rich and technologically advanced business capital. As an important market in the Belt and Road initiative, Israel offers tremendous potential.'

Tel Aviv is Israel's largest commercial and technological hub and is recognised as one of the world's leading financial centres.

The airline also entered into a codeshare agreement with LATAM offering greater connectivity between Asia and South America. The frequency to Boston increases from 26 March

LUFTHANSA CARGO MOVES IN AT HKG

漢莎貨運喬遷至國泰貨運站

Lufthansa Cargo has moved its freight handling in Hong Kong to the Cathay Pacific Cargo Terminal as part of the carriers' joint business agreement (JBA) signed in May.

The move, which has been in effect since 1 October, benefits both carriers' customers with a single location for export drop-off and import delivery arrangements.

Peter Gerber, CEO of Lufthansa Cargo said: 'This is an important milestone in our partnership. We are pleased to share a handling location in Hong Kong.'

Simon Large, director cargo at Cathay Pacific, said: 'Bringing Hong Kong, the world's busiest international air cargo hub, closer to Europe and strengthening one of the world's great trade lanes is what our cooperation is all about. Lufthansa Cargo's move into the Cathay Pacific Cargo Terminal





2017 with the addition of three weekly passenger flights. The airline's Vancouver passenger schedule will also be enhanced by the addition of three extra weekly services, effective 28 March 2017, bringing the total number of flights to the Canadian city to 17 per week.

國泰航空於10月宣布，從2017年3月26日起（有待政府批准）增設以色列特拉維夫（上圖）的航線。新航線預計為每周四個航班，以空中巴士A350-900營運。

國泰航空行政總裁朱國樑表示：「我們很高興開辦特拉維夫直航

服務，特拉維夫是集豐富文化及先進科技於一身的商業之都，而且以色列是建設『一帶一路』的重要市場，商機無限。」

作為以色列最具規模的商貿及高科技產業中心，特拉維夫被譽為環球頂尖金融匯點之一。

國泰航空並與巴西LATAM航空簽訂聯營協議，加強往來亞洲及南美洲的航班連繫。此外，從2017年3月26日開始，往來波士頓的航班將每周增加三班客運航班；溫哥華客運航班亦由2017年3月28日開始每周額外增加三班服務，將香港往來這個加拿大城市的航班總數增加至每周17班。

is an important first step. Thanks to the strengths of our respective networks, our customers will soon benefit from more direct connections, greater flexibility and time savings.'

As part of the JBA, both cargo carriers are working closely together on network planning, as well as sales, IT and service enhancements. The carriers plan to transport the first shipment under the cooperation framework on 1 February 2017 from Hong Kong to Europe, with shipments from Europe to follow in 2018.

德國漢莎貨運航空公司履行於今年5月與國泰貨運簽訂的商務合



作協議，將本港的貨運處理工作遷移至國泰貨運站進行。

自10月1日起，兩家航空公司於同一個貨運站處理貨物，加快進出口交收的安排，為雙方客戶提供更便利的服務。

漢莎貨運行政總裁Peter Gerber表示：「我們非常高興與國泰貨運在香港使用同一個貨運站。這標誌著雙方的合作關係踏入另一個里程碑。」

國泰航空貨運董事羅世民表示：「香港是最繁忙的國際空運樞紐，是次合作令香港與歐洲的連繫更緊密，進一步加強全球的主要貿易幹線。漢莎貨運將貨物處理工作遷移到國泰貨運站是重要一步。雙方的服務網絡覆蓋往來香港及歐洲的眾多航點，為我們的客戶提供更多直航服務、更靈活的班次，而且更省時。」

此商務合作協議包括兩家航空公司在航點網絡規劃、銷售、資訊科技及服務提升等範疇加強合作。在新的合作框架下，雙方計劃於2017年2月1日正式展開香港至歐洲的空運服務，至於由歐洲至香港的空運服務則將於2018年陸續推出。

PRESSING MATTER 重要議題

CARBON LOADING 碳減排計劃

Alex Lennane

Publisher, *The Loadstar*
《The Loadstar》出版人



Airfreight customers and airlines have cautiously welcomed ICAO's Carbon Offset and Reduction Scheme for International Aviation (CORSIA), which aims to bring carbon-neutral emissions growth on international routes from 2020.

Shippers have called for greater environmental responsibility, but fear extra costs from ill-conceived government proposals. Surveys show that 50 per cent of multinationals will select suppliers based on carbon performance, and 66 per cent would pay a premium for a low-emission service.

The airfreight industry favours CORSIA over plans such as the EU's Emissions Trading Scheme (ETS). IATA head of cargo Glyn Hughes said: 'CORSIA is preferable to regional solutions which lead to market imbalance and distortion.'

CORSIA is voluntary, but 85 per cent of nations intend to participate. While it could cost airlines US\$24bn by 2030, carriers that invest in alternative fuels and efficient aircraft will benefit most.

The airfreight industry could pay more than passenger airlines, with its large aircraft operating on international routes, but airlines that deliver a smaller carbon footprint will benefit in the end.

空運客戶和航空公司以審慎的態度迎接國際民航組織倡議的全球航空運輸業碳中和方案及減排計劃（CORSIA），計劃的目標是讓國際航線由2020年起實現碳中和增長。

托運人愈來愈重視環境保護的責任，但另一方面亦擔心政府未經仔細考量的建議會帶來額外費用。調查顯示，佔50%的跨國公司會根據碳排放表現選擇供應商，66%則願意為低排放服務支付附加費。

空運業普遍支持CORSIA，多於歐盟排放交易體系。IATA貨運業務總監Glyn Hughes表示：「相比起導致市場失衡和扭曲的區域解決方案，CORSIA較為可取。」

各國可自由決定加入CORSIA與否，現在已有85%國家打算參加。雖然航空公司在2030年之前可能需付240億美元，但投資於替代燃料及高效能飛機的航空公司將最受惠。

如此一來，於國際航線使用大型飛機的空運業，支出會比客運航空公司更多，不過碳排放較少的航空公司最終還是會得益的。

LAU EYES DATA, CEIV AND DELIVERY

劉爾修放眼數據、專業認證及送運服務

Frosti Lau is Cathay Pacific Cargo's GM cargo services, and has been in post since the summer. He has held a variety of job roles in the Cathay Pacific Group, running stations in Mainland China, and sub-Saharan Africa.

He has plenty of cargo experience with time in roles ranging from cargo sales development manager in Hong Kong, to his most recent post as manager cargo hub operations, also in Hong Kong.

He now looks after service delivery including some of the important keystones from safety, integrating data and assessing the value of future services to both the business and customers.

He says: 'I work closely with the Hong Kong sales and global accounts and marketing teams, and the regional cargo managers who have responsibility for the service delivery at regional level.'

A lot of the work is forward looking to keep up with industry trends and assess demand and value. 'Some of the team have responsibility to look at new products with the customer services teams,' he adds. 'Are

we offering what customers value?'

This includes developing the B2B2C model that is being adopted by e-commerce, for example, where the end consumer wants transparency of the shipment throughout its journey.

'As board members of Cargo IQ, we look at the airport-to-airport stage, but by providing more data transparency, we can keep integrators' end customers updated if they buy space on our aircraft.'

In other product categories, Lau is leading the charge for accreditations. 'We are working to get Hong Kong CEIV-certified for pharma shipments,' he says. 'Our network and quality service puts us in a good position but there are infrastructure requirements. This is something we aim to put in place as soon as we are able.'

劉爾修今年夏天出任國泰貨運服務總經理，之前他在國泰航空集團曾出任多個職位，並管理過中國內地及南非的航站。

他擁有豐富的貨運經驗，曾任香港貨運業務發展經理，以至最近期的香港區營運經理等，在不同崗位盡展所長。



OUR AGENT IN... 各地人才

MEXICO

墨西哥

Fernando Dragonné

Cargo manager, Guadalajara
貨運經理，瓜達拉哈拉



Tell us a little bit about yourself

I've been with Cathay Pacific for two years. Previously, I was with the airline's GSA in Mexico. I was taken on after the Guadalajara freighter service launched three years ago. It started initially with two flights, then three. Then we added Mexico City to the schedule.

I am responsible for both ports and we currently run five freighters a week. They come from Los Angeles and go back to Hong Kong with a tech stop in Anchorage.

Tell us about the business in Mexico

It's busy, enjoyable and it's well balanced in terms of goods going in and out. Guadalajara was easy to make a success because the demand was there. It's a produce hub for the crops grown on the Pacific side of the country and the market really needed connectivity to Asia. We started with berries, then tomatoes and recently avocados. Avocados are a success story for air cargo, because their shelf life is short and air guarantees better quality than ocean.

Mexico City is mainly about automotive in terms of parts coming in and finished products going into Asia to the big Japanese and more recently Korean automakers. There is also some high-tech but the market is changing. Nonetheless, it has still been a good year.

What are the challenges and opportunities?

Cathay Pacific is developing business with other countries in South America, so we have handled salmon and cherries from Chile routed from Guadalajara to Hong Kong. This is an opportunity, but the freighters are already quite full. While busy, our business tends to be very concentrated in terms of the number of forwarders. Tokyo and Shanghai are the two biggest markets from Mexico and we need to increase our presence.

What do you do in your spare time?

I am the father of two kids, 15 and 19. They both live with us. My oldest is studying to be an architect. My wife works in the



Forward looking

Lau is ensuring value for customers and the business

展望未來

劉爾修確保為公司及顧客帶來滿意貨運服務

他目前負責管理貨運服務，包括多個重要範疇如安全、數據整合，以及評估未來服務對公司業務及顧客的價值等。

他說：「我跟香港的營業團隊、全球貨運大客戶及市場推廣團隊和地區貨運經理緊密合作，各地區經理均需負責提供貨運服務。」

劉爾修的工作，大部分屬前瞻性質，旨在緊貼行業趨勢，評估市場需要及價值。他補充說：「部分團隊要負責與顧客服務部一起檢視新產品，確保我們的服務切合顧客要求。」

當中包括制定電子商貿採用的「B2B2C」模式，舉例說，現在消費者網購時都希望全程追蹤貨物。「作為Cargo IQ工作小組的成員，我們負責機場至機場這個階段，如果將有關貨運數據公開，便可以讓購買了貨機載貨位的終端客戶，全程緊貼貨運流程，獲得最新資訊。」

劉爾修亦主導其他貨品的認證工作。他說：「我們目前正為藥品送運爭取香港獨立醫藥物流驗證中心（CEIV）認證。我們擁有龐大網絡和優質服務，令我們佔有優勢，但認證同時需符合多項基礎設施要求，我們定會盡快落實措施以符合所有需要。」

industry, and actually she worked with the GSA for Cathay Pacific on the passenger side. When we have the chance we like to go travelling. We both love Hong Kong. Other than that I like to play golf and go bowling.

跟我們簡單介紹一下自己吧。

我之前在國泰的墨西哥總代理工作，三年前國泰開辦瓜達拉哈拉貨運服務時加入公司，至今兩年。航班由初期的每周兩班加至三班，其後再加入墨西哥城航線。兩個航點均由我負責，目前每周運作五班貨運航班。往返香港的航線會經洛杉磯，中途在阿克雷奇技術停靠。

請介紹一下墨西哥的業務。

繁忙但愜意，出入口貨品種類平衡。瓜達拉哈拉是墨西哥太平洋區的農產品樞紐，市場對此有龐大需求，我們亦極需接連亞洲，因此這裡的空運業自然容易成功。我們最初是輸出莓果，然後是番茄以至近

來的牛油果。由於牛油果保存期短，空運較船運更能維持品質，實是不二之選。墨西哥城則主要輸入汽車零件及輸出製成品到亞洲的大型日本車廠，還有近年的韓國。我們也有運載高科技產品，但市場不斷轉變，幸好今年業績還是不錯。

面對什麼挑戰及商機？

國泰航空致力與南美其他國家開展業務，我們把三文魚和車厘子從智利運到瓜達拉哈拉，再轉運香港。這是一個機遇，但貨運量已接近飽和。我們的業務極為繁忙，並主要應付大量貨運代理。而東京和上海是墨西哥的兩大市場，我們需要在此增加知名度。

公餘時有什麼消遣？

我有兩名孩子，分別15和19歲，都跟我們同住，大的正修讀建築系，妻子則在國泰航空的客運總代理工作。如果有時間，我們都喜歡旅行，而且熱愛香港。此外，我亦喜歡打高爾夫球和保齡球。

MEET THE PILOT 國泰機師



Captain Richard Clarke

I have been with Cathay Pacific for 15 years. I had always wanted to fly since I was young. Every subject at school was focused on aviation, and I went on to study aeronautical engineering at university. I started flying at the age of 17 and got my private pilot's licence in Florida and, after spending my student loan on flying hours while at university, I managed to get 150 hours. In my first year at university I got on to the Cathay Pacific cadet course. You have to take every opportunity, and as I grew up in Hong Kong and had always flown on Cathay, joining was an easy decision.

That course included a year in Australia, then to Hong Kong for the simulators and line training. I joined Cathay Pacific as a second officer then moved through the ranks on the Airbus fleet. I moved as a senior first officer to the Boeing 747 eight years ago and I got my command in 2014. With the retirement of the final passenger 747 in October 2016, we are now an all freighter fleet.

I was on the flight deck for the inaugural service to Portland. We were very lucky with the weather; clear blue skies and a light wind. It meant we got to see quite a bit of Portland as we came around. Air traffic control and the ground services were fantastic – as was the welcome when we parked up.

我加入國泰航空15年。其實我從小已渴望飛行，在學校都是修讀有關航空的學科，大學亦選修航空工程。我17歲開始飛行，在佛羅里達考獲私人機師執照，並把大學貸款全花在所累積的150小時飛行時數，之後於大學一年級便考獲國泰的見習機師培訓計劃。我在香港長大，經常乘搭國泰航空，因此順理成章加入國泰。如果你想加入航空業，便要把握每一個機會。

課程包括在澳洲受訓一年，再在香港接受模擬駕駛及前線運作訓練。我加入國泰時先擔任二副機師，然後在空中巴士機隊循序晉升，八年前調任波音747機隊任高級副機師，2014年晉升為機長。今年10月，747客機全線退役，所以我們現在是全貨運機隊。

國泰貨運首航波特蘭，由我負責駕駛，幸好當日天朗氣清，風勢緩和，讓我們可以好好看一看波特蘭。當地的航空交通管制及地勤服務相當不錯，我們停泊時亦得到熱情接待。



DATA PACKAGE 數據演繹

THE AMERICAS IN NUMBERS 從數字看美洲

A look at the primary imports/exports and the US's place in global trade

縱觀美國在環球貿易的主要進口/出口市場及其表現

TOP US IMPORT AND EXPORT MARKETS (YEAR TO DATE UP TO JULY)

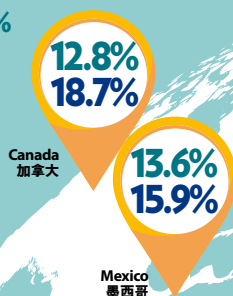
美國主要進口及出口市場 (截至7月)

2016 IMPORT SOURCES

2016 年進口貨物來源

Rest of the world
其他地方

23.9%



UK 英國

2.5%

Netherlands 荷蘭

3.9%

Ireland 愛爾蘭

2%

France 法國

2.2%

2.2%

2.9%

Germany 德國

5.3%

3.4%

Italy 意大利

2.1%

1.6%

United Arab Emirates 阿聯酋

China 中國

2.1%

India 印度

1.8%

Vietnam 越南

1.9%

1.8%

1.7%

2.3%

3.4%

2.9%

6.1%

4.3%

Taiwan 台灣

Japan 日本

Singapore 新加坡

2016 EXPORT DESTS

2016 年出口貨物目的地

Rest of the world
其他地方

29.1%

20.3%

7.3%

Hong Kong 香港

South Korea 南韓

Taiwan 台灣

Japan 日本

Singapore 新加坡

Source: US Census Bureau 資料來源：美國人口普查局

US MAIN IMPORTS/EXPORTS BY TYPE (YEAR TO DATE UP TO JULY IN US\$M)

美國主要進口/出口貨物種類 (截至7月，以百萬美元計)

IMPORTS
進口

EXPORTS
出口

CHANGE
差額



Foods, feeds and beverages
食品、飼料及飲料

2016	75,159	74,686
2015	75,159	76,493
	—	-1,807



Industrial supplies and materials
工業用品及物料

2016	248,732	224,206
2015	299,687	258,241
	-50,955	-34,034



Automotive vehicles, parts and engines
汽車、零件及引擎

2016	202,751	87,762
2015	202,114	88,715
	636	-952



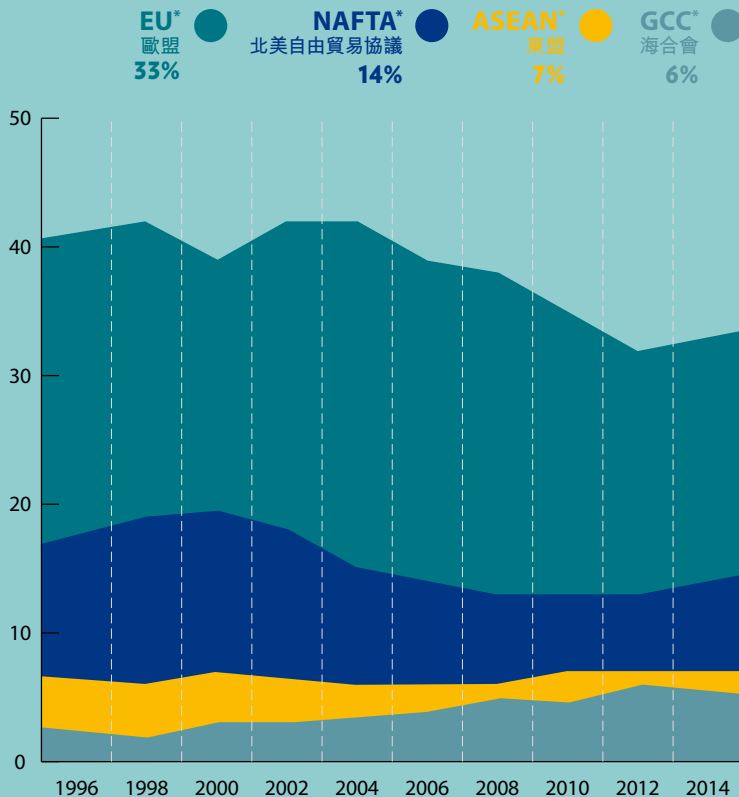
Consumer goods
消費用品

2016	339,385	111,804
2015	344,194	115,638
	-4,808	-3,834

Source: US Census Bureau 資料來源：美國人口普查局

REGIONAL TRADE AGREEMENTS SHARE OF WORLD TRADE (2014)

區域貿易協定組織在環球貿易的佔有率 (2014)

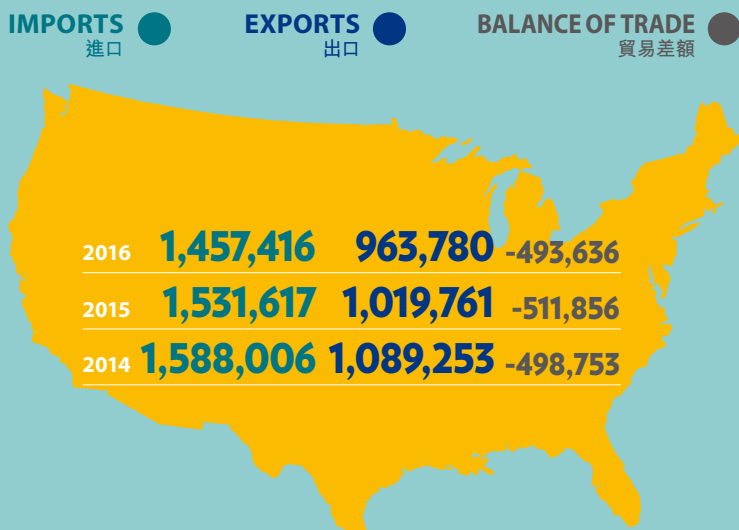


* EU (European Union) 歐洲聯盟; NAFTA (North American Free Trade Agreement) 北美自由貿易協議; ASEAN (Association of Southeast Asian Nations) 東南亞國家聯盟; GCC (Gulf Cooperation Council) 海灣阿拉伯國家合作委員會

Source: US Census Bureau 資料來源：美國人口普查局

US TRADE DATA: GOODS (NOT SERVICES) JAN-AUG (SEASONALLY ADJUSTED)

美國貿易數據：商品（非服務類別）1月至8月（季度調整）



Source: US Census Bureau 資料來源：美國人口普查局

INDUSTRY LEAD
業界前瞻

ECONOMIC FRAGILITY PUTS PRESSURE ON YIELDS

經濟前景脆弱
令收益受壓

George Anjaparidze

Senior economist, IATA
國際航空運輸協會資深經濟學家

The drivers behind the global economic outlook point to a moderate deceleration in the growth rate for 2016. Furthermore, for the first time since the 2008 financial crisis, world trade in 2016 is expected to grow slower than GDP. Although there was an uptick in world trade in August, in level terms trade volumes were still lower by 0.7 per cent compared to the end of 2015. It is too early to say whether the August uptick in trade marks a turning point for trade performance but leading indicators, such as FTK (freight tonne/km) growth, may give room for cautious near-term optimism.

International FTK growth has fared better than world trade. In seasonally adjusted terms, air cargo had a weak first quarter but recovered and grew in the second and third quarters. At the end of the third quarter it was up by 5.6 per cent compared to the 2015 year-end level. While recent demand has been strong and short-term factors look positive, the underlying backdrop looks fragile with risk tilted to the downside. The flooding-in of capacity and recent increases in fuel costs are contributing to a challenging yield environment.

For comprehensive analysis, see the IATA cargo chartbook: iata.org/cargochartbook

根據影響環球經濟前景背後的因素顯示，2016年度的增長將會適度下降。此外，2016年的全球貿易增長預計將低於本地生產總值，為2008年金融危機以來的首次。儘管8月份全球貿易上升，但是與2015年年底相比，貿易量仍然下降了0.7%。若說8月份的增幅是扭轉貿易表現的轉折點可能為時尚早，但貨物收益噸公里數等領先指標均有增長，我們仍可以對前景暫時維持審慎樂觀的態度。

國際貨物收益噸公里數的增長則較全球貿易理想。季節性調整的數據顯示，第一季度空運略顯疲弱，但第二及第三季度則錄得回升及增長，相比2015年年底的水平，第三季度末上升了5.6%。隨著近期需求強勁，短期因素顯示正面，風險趨勢向下，根本的經濟因素因而顯得脆弱。但運載力過剩和近期燃油成本增加等原因，均對收益環境造成負面影響。

請參閱國際航空運輸協會的貨物圖表查看詳盡的分析：iata.org/cargochartbook



STATES OF THE UNION

美國前瞻



While the US economy is struggling, it might not be in as bad a shape as some gloomy economists – or would-be presidents – would have you believe

縱使美國經濟前景未算樂觀，卻並非如部份唱淡的經濟學家或早前總統候選人所言的悲觀



STUART HEAVER

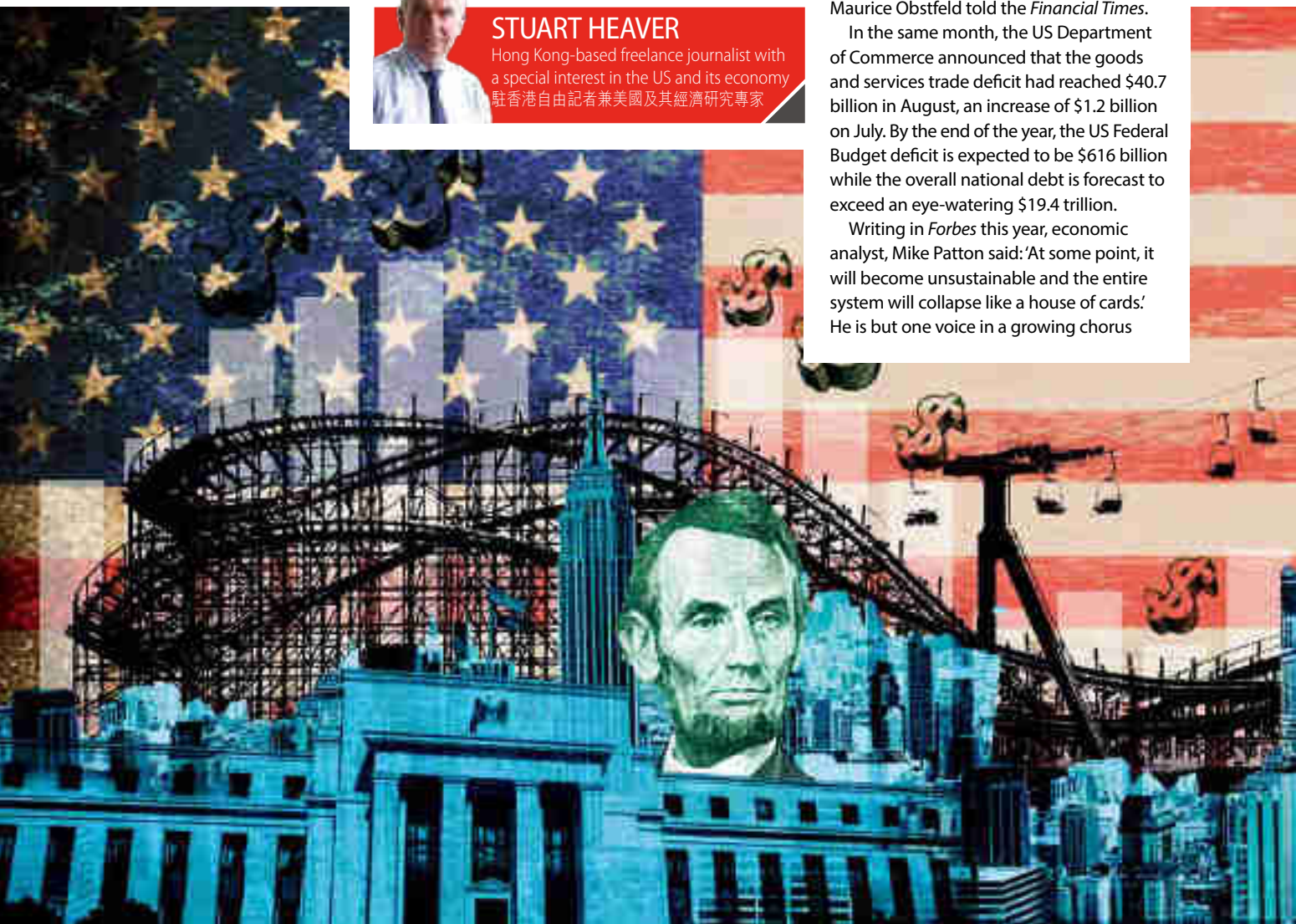
Hong Kong-based freelance journalist with a special interest in the US and its economy
駐香港自由記者兼美國及其經濟研究專家

Anyone reading the financial pages or listening to the rhetoric preceding the presidential election could be forgiven for fearing for the US economy and its trade prospects in particular. The outlook is not ideal, but nor is it necessarily as dark as has been painted. Now the election is over and President-elect Trump is assessing which of his crowd-pleasing policies to enact (see box, overleaf), it's a good time to look at some of the underlying fundamentals.

In October, while some of the US's 15 free trade agreements signed since 1985 were being maligned by the presidential hopefuls, the International Monetary Fund (IMF) downgraded its 2016 growth forecast for the US to a meagre 1.6 per cent. Its chief economist sounded gloomy. 'Growth has been too low for too long and in many countries its benefits have reached too few,' Maurice Obstfeld told the *Financial Times*.

In the same month, the US Department of Commerce announced that the goods and services trade deficit had reached \$40.7 billion in August, an increase of \$1.2 billion on July. By the end of the year, the US Federal Budget deficit is expected to be \$616 billion while the overall national debt is forecast to exceed an eye-watering \$19.4 trillion.

Writing in *Forbes* this year, economic analyst, Mike Patton said: 'At some point, it will become unsustainable and the entire system will collapse like a house of cards.' He is but one voice in a growing chorus



forecasting economic gloom for the US.

Stability has been buffeted by the uncertainty ahead of the US Presidential election, the potential global shock of Brexit, exploding corporate debt bubbles and depressed commodity prices. It was therefore not surprising that the Federal Reserve declined to increase interest rates in September, citing low growth and low inflation expectations.

Maybe the director of a major US forwarder was thinking wishfully when he said: 'Looking at past data, election years tend to suppress the market until people know what's happening, then it opens up. Hopefully, history repeats itself this year.'

But actually there is some room for cautious optimism. Paul Schulte is founder of Schulte Research, which provides strategic advice to the financial services sector in the US and Hong Kong. He says: 'The US is in great shape – it has one of the healthiest financial sectors in the world. Cities like New York, Los Angeles and

若你有留意財經版新聞或美國總統大選前夕的候選人辯論，難免會擔憂美國經濟未來數月將動盪不安，貿易前景尤其令人憂心忡忡。美國前景確實不太樂觀，但亦未如眾人所言的黯淡。現在大選已塵埃落定，候任總統特朗普正評估應該落實哪些他曾承諾的政策討好民眾（詳見另文），我們正好趁現在探討影響經濟發展的基本因素。

今年 10 月，兩位總統候選人表明反對自由貿易，形容自 1985 年起簽署的 15 項自由貿易協定中部分是對國家有害。另一邊廂，國際貨幣基金組織 (IMF) 對美國 2016 年的增長預測些微下調至 1.6%。其首席經濟學家 Maurice Obstfeld 語帶悲觀地向《金融時報》表示：「美國的經濟增長長期低迷，亦未能惠及其他國家。」

同月，美國商務部公佈 8 月的貨品及服務貿易赤字比 7 月高出 12 億美元，達到 407 億美元。預計美國聯邦財政赤字到

今年年底，將高達 6,160 億美元，國債總額亦慘不忍睹，估計超出 19.4 兆美元。

經濟分析員 Mike Patton 今年於《福布斯》亦撰述：「到了某個時刻，美國經濟將無法再維持下去，整個系統將一蹶不振，全然崩潰。」越來越多分析員同意美國將面臨經濟衰退。

美國經濟的穩定性確實受到眾多不確定因素影響，包括美國總統大選結果、英國脫歐對全球造成的潛在衝擊、企業債務泡沫爆破，以及商品價格下跌。因此聯邦儲備局在 9 月以預期低經濟增長率及低通脹為由拒絕加息，實屬意料之內。

但美國一家大型轉運公司的董事卻持相反意見，他表示：「參考以往數據，市場在選舉年多數受到壓抑，直到人們掌握局勢發展才會反彈。但願今年亦如是。」

不過，大家亦不妨對市場抱持審慎樂觀的態度。Paul Schulte 是香港獨立研究公司 Schulte Research 的創辦人，◎



“

CITIES LIKE NEW YORK, LOS ANGELES AND SAN FRANCISCO, WHICH HAVE INNOVATIVE HIGH TECHNOLOGY AND DIGITAL INDUSTRIES, ARE ECONOMICALLY ON FIRE

紐約、洛杉磯和三藩市等城市積極發展高新科技和數碼產業，促使當地經濟繁榮蓬勃

San Francisco, which have innovative high technology and digital industries, are economically on fire.'

While much is made of America's trade deficit with China and the rest of the world, *The Economist* pointed out recently that 'America has run a trade deficit every year since 1976,' adding that a trading surplus is not some sort of 'virility symbol'.

And for the air cargo sector, there are some positive notes. 'Trade is still registering positive growth, albeit at a disappointing rate,' World Trade Organization (WTO) director-general Roberto Azevêdo said in April this year. This is just being reflected in reports of modest upward trends in global air cargo in the summer.

IATA reported that global air freight demand had increased five per cent year on year in July, though much of that optimism

was founded on better performance in Europe and the Middle East. 'July was a positive month for air freight which is an all too rare occurrence,' said new CEO Alexandre de Juniac, while maintaining the depressed tone with warnings of 'strong headwinds on fundamental aspects of the business'.

Scanning the seasonally adjusted trade data for goods only by the US Census Bureau sheds some light on the situation. It transpires that 75 per cent of US trade is conducted with just 15 countries (see Data Package, p8). Even more striking is that over half of all trade (50.2 per cent) is conducted with only four countries. Two of the neighbours in the tri-partate Nafta (North American Free Trade Agreement) zone – Canada and Mexico – and the two East Asian economic powerhouses China and Japan. Put simply, trade prospects for the US depend to a large extent on the fortunes of the Nafta zone and China – both of which have featured in the rhetorical crosshairs of the President-elect.

However, the signs are that the total volume of trade in the US is decreasing, as evidenced by a simple comparison of seasonally adjusted trade volumes in goods from January to August over the past three years (see Data Package, p9). Given the

該公司專為美國及香港的金融界提供策略性建議。他表示：「美國狀態大好，其健全的金融行業是全球數一數二。紐約、洛杉磯和三藩市等城市積極發展高新科技和數碼產業，促使當地經濟繁榮蓬勃。」

雖然各界就美國對中國及世界各國的貿易逆差大造文章，《經濟學人》最近卻指出：「自 1976 年起，美國其實每年都錄得貿易逆差。」進而明言貿易順差並非衡量「經濟動力的指標」。

空運界則傳來佳音。今年 4 月，世界貿易組織秘書長 Roberto Azevêdo 表示：「儘管增長速度低於預期，但貿易量仍錄得正面增長。」剛發表的報告亦反映全球的夏季空運量有溫和上升趨勢。

國際航空運輸協會 (IATA) 公佈 7 月的全球空運需求按年增加 5%，不過當中表現較理想的是歐洲和中東。新任總幹事 Alexandre de Juniac 表示：「7 月的全球航空貨運量罕有地錄得良好增長。」但他不忘語重深長地警告「航運業的業務根基或會面臨嚴峻考驗」。

單看美國人口普查局的季度貨品貿易數據，我們已能窺見美國經濟的一鱗半爪。數據顯示美國外貿高度集中，僅僅 15 個貿易國已造就美國總貿易量的 75%（詳情看第 8 頁數據演繹），更令人震驚的是當中逾五成（50.2%）只是來自與四個國家的貿易。其中兩國是北美三邊自由貿易協議 (NAFTA) 的盟國——加拿大和墨西哥，另外兩國則是支撐東亞經濟的大國——中國和日本。簡而言之，美國的貿易前景絕大部分取決於 NAFTA 貿易區及中國的經濟，美國候任總統在電視辯論針鋒相對時，亦有強調兩者對美國的影響。

不過，只要比較美國過去三年在 1 月至 8 月期間的季度貨品貿易量（詳情看第 9 頁數據演繹），就清楚知道其總貿易



TRADE UNDER TRUMP 特朗普政策

strong dollar, economists would expect a lower export figure, but while the balance of trade deficit is improving slightly, it is only because there is less total trade.

While the bad news is that trade volumes (by US dollar value) are down year on year, the good news is that they are gradually creeping back up. Hold the champagne, but US trade in goods is on an upward trend for the first time in years. Trade volumes bottomed out in March 2016 at the lowest levels recorded since February 2011 but are recovering gradually and steadily.

There are also reports of a strengthening labour market, better wage gains and strong household balance sheets, plus anecdotal evidence to suggest the US has turned a corner. It's far from uniform though and it's high-technology industries located in areas with well educated young workforces that are leading the recovery.

Schulte says: 'There are still astonishing levels of innovation in the US. More than 2.5 million jobs have been created in this sector. I just stayed in a standard four-star conference hotel in San Francisco, and the room rate was US\$920 per night. That's not a symptom of an economy in crisis.'

Portland, now served by a dedicated Cathay Pacific freighter service, is a prime example of a US high growth region with a traditional free port now driven by innovation. Josh Lehner is an economist at Oregon's Department of Economic Analysis. 'While some US data is slowing, Oregon's expansion continues to see full-throttle rates of growth, partly being driven by chip manufacturing for firms such as Intel,' he says.

While the doom and gloom needs to be balanced by these more encouraging trends, there are still significant downward risks – and the biggest one to US trade is China. In a recent report, the IMF estimates that for every percentage point China's economy slows, it saps a quarter percentage point off growth in advanced economies around the world, including the US. 'By the IMF's metric, if China's economy slows to two per cent, the US could get pushed into a recession,' reported the *Wall Street Journal* in October.

But as China's forecast growth is set for 6.6 per cent this year, and 6.2 per cent next, there are grounds for cautious optimism. ■

PRESIDENT-ELECT Donald Trump will not officially occupy the Oval Office until 20 January 2017, so despite volatile market reactions to his election victory, it's premature to be making bold predictions.

Given Trump's vitriolic comments about China and his protectionist narrative, the mood music is hardly soothing but how much of the hyperbole will be converted into policy?

The controversial, complicated and mostly misunderstood, Transpacific Partnership (TPP) between the USA and 11 Asia-Pacific nations has already been declared dead. Hardly surprising given that even its chief architect, Hillary Clinton, had disowned it. The Transatlantic Trade and Investment Partnership (TTIP) with Europe is likely to suffer a similar fate.



量正在下跌。由於美元強勢，經濟學家預計美國出口數字下滑，貿易逆差之所以有輕微改善，純粹因為總貿易量減少。

儘管美國貿易量（以美元計算）按年下跌，好消息是跌幅正在收窄。雖不至於要碰杯慶祝，但這是美國貨品貿易量多年來首次錄得上升趨勢。2016年3月貿易量創新低，跌穿2011年2月的最低記錄，但近月正逐步平穩恢復。

報告亦顯示勞動市場有改善跡象，薪酬水平提高、家庭收支平衡，加上其他小道消息，在反映美國經濟出現轉機。然而，並非全國整體經濟一致改善，經濟復蘇的勢頭主要由高科技產業地區帶領，而這些地區均聚集大量高學歷的年輕勞動力。

Schulte表示：「美國的創新產業創造了超過250萬個職位，仍然大有發展空間。不久之前，我在三藩市入住一間標準四星級商務酒店，房價一晚920美元，不見得這是陷入經濟危機的徵兆。」

Nafta is probably safe because the economic reality is that American prosperity is dependent on trade – largely with four other nations, which include China and Mexico. Any policy Trump introduces to obstruct that trade could make this populist politician very unpopular very rapidly. That would be in no-one's interests, least of all his.

美國候任總統特朗普要到2017年1月20日才正式入主白宮辦公室，因此雖然市場對他當選的反應有點波動，但仍然不宜過早作出任何大膽推測。

特朗普對中國口出惡言，又提倡保護主義，前景的確不容樂觀，但說到底，他的狂言有多少最終會落實執行？

其中最受爭議、複雜而又常被誤解的跨太平洋夥伴協定（TPP），原本是聯結美國與11個亞太區國家的貿易關係計劃，但現已宣佈壽終正寢；其實即使是其主要推手希拉莉亦早已與協定劃清界線，因此也不算意外。相信本來打算與歐洲建立的跨大西洋貿易和投資夥伴關係協定（TTIP）亦難逃一劫。

北美自由貿易協議（NAFTA）則可能順利過渡，因為經濟現實擺在眼前，美國的繁榮安定很大程度建基於與四個國家之間的貿易，包括中國和墨西哥。如果特朗普施行任何阻礙此貿易發展的政策，相信這位民粹主義政客都會立即惹來狠批。此舉肯定不符合任何人的利益，尤其是他。

國泰航空現已在波蘭提供貨運服務，當地既是傳統自由貿易港，又受惠於創新產業帶動經濟，成為美國高速發展地區的最佳例子。在俄勒岡州經濟分析部工作的經濟學家Josh Lehner表示：「雖然數據顯示美國經濟放緩，但俄勒岡州的增長速度持續高企，部分原因是受到當地為Intel等企業製造晶片的科技產業大力帶動。」

這些令人鼓舞的趨勢或許沖淡你對美國前景黯淡的憂慮，但美國經濟仍面臨重大的下行風險，當中對美國貿易影響最大的是中國。IMF最近一份報告估計，中國經濟每放緩1%，便會削弱全球各個先進經濟體0.25%的經濟增長，美國也不例外。《華爾街日報》在10月報道：「以IMF的標準來看，若中國經濟放緩至2%，美國將被推入衰退低谷。」

不過，既然中國今明兩年的預期增長分別是6.6%和6.2%，大家仍不妨以審慎樂觀的態度觀望美國經濟。 ■



CAPTAIN AMERICAS

美洲隊長

One thing links the different cargo from the Americas – time sensitivity, as VP Cargo Americas FRED RUGGIERO explains

美洲貨運副總裁Fred Ruggiero表示，時間限制是美洲貨運唯一的共通點

Tell us about the Americas

Our region stretches from Alaska in the north down to Mexico and Latin America. We have 18 stations across the US, Canada and Mexico and each has something unique.

What are the main flows from these bases?

New York is a high value market. We ship a lot of artwork, jewellery and currency. From Boston, seafood – including live lobster, which has to be at market within 72 hours.

Going down the east coast to Atlanta, we have a lot of general cargo, but among the specialist shipments, is baby chickens.

Further south again, Miami, which is the gateway to Latin America. A very large percentage of the freight we ship out of Miami to Asia are perishables, including flowers, produce and seafood.

In Chicago, we ship huge, heavy dense freight. We get a lot of everything – it's a freight carrier's dream. South from there to

Texas, in Houston and Dallas we get big heavy equipment for the oil and gas industries, plus general cargo.

On the west coast, we have perishables and produce – again, lobsters – but also a lot of pharma from Los Angeles.

In Mexico, we pick up a lot of perishables, plus autoparts and IT. We have a good balance of goods going in and out.

Up to Canada and Toronto we get seafood, plus industrial goods. Calgary like Texas, we pick up supplies and equipment for oil and gas. Then on the west coast, Vancouver is all about seafood and perishables, including cherries.

And finally in the very far north we have Anchorage, which is a transit station primarily for us, but we also carry seafood – crabs and geoducks – from there as well.

The one thing they have in common is they handle goods that need to get to their final destination in a finite period of time.

可否介紹一下美洲市場？

美洲市場北達阿拉斯加，南抵墨西哥、拉丁美洲。我們在美國、加拿大和墨西哥共有 18 個貨站，每個都有獨特之處。

這些貨站主要處理什麼貨物？

紐約市場以高價值的貨物為主，我們承運很多藝術品、珠寶和貨幣。波士頓則出口眾多海鮮，包括必須在 72 小時內送抵目的地市場的活龍蝦。

沿著東岸南下到亞特蘭大，這裡除了一般貨物之外，還出口一種非常特殊的貨品：雞苗。

再往南就是邁阿密，是通往拉丁美洲的大門。邁阿密運往亞洲的貨物以鮮活貨品為主，包括鮮花、農產品和海鮮等。

芝加哥的貨運量龐大而密集，幾乎甚麼都有，簡直是空運公司理想的市場。從那裡往南就是德州的休士頓和達拉斯，除了一般貨物，這裡還運送石油和天然氣工業所需的重型設備。

轉到西岸，洛杉磯則以龍蝦等鮮活貨品及農產品為主，並有大量醫藥品。

墨西哥的進出口貨物種類非常平衡，均有大量鮮貨、汽車零件和資訊科技產品。

往北到加拿大，多倫多有許多海鮮及工業貨物；卡爾加里跟德州一樣以石油和天然氣工業所需的設備和器材居多；西岸的溫哥華主要出口海產和鮮貨如櫻桃等。

位處更北的安克雷奇雖有出口海產如活蟹和象拔蚌等，但主要是扮演中轉站的角色。

各個貨站有一個共通點，就是都須在有限時間內把貨品送到目的地。

你最喜歡貨運工作哪一點？

貨運業對市場的反應比較即時及緊貼現況，會即時反映當前的經濟狀況和貿易流向；有甚麼新產品推出，我們也第一時間負責運送。客運反之沒有同樣的即時性。此外，雖是老生常談，但貨運是與人息息相關的行業，講求人際關係。我們認識世界各地的同業，並不局限於本地的。

What do you like best about cargo?

It's a more immediate type of business. You're dealing with the current economy, the trade flows of the moment. If there's a new product, we're carrying it. You don't get the same immediacy on the passenger side. Also, and I know this sounds like a cliché, but cargo is a people business, and relationships important. We know the people we work with, not only locally but globally.

What are the challenges and opportunities?

The biggest challenge is capacity. It's no secret and an industry-wide issue.

In terms of the opportunity, the Chinese middle class is growing and they're buying better products than they were 10 years ago. They want fresh berries, and fresh produce. They want lobsters. And that's the beauty of it. We have a large freighter network into the Americas, but we also have a large passenger network, with frequent flights. Combine that with our Cathay Dragon network into China and we get products to consumers very quickly. You can't do that by sea.

Explain the partnership with LATAM Airlines

The easiest way to look at our relationship is if you look at our route network and overlay it with theirs. We complement each other very well. All of the cargo flows from Latin America get fed into the US, and from there we can go to all points in Asia and vice-versa. Individually, we couldn't do this, but together we have a product that no-one else can match.

What do you like most about the job?

On the cargo side you have to deal with the commercial and operational side. Our sales people have to be able to talk to customers about the operation in intimate detail. The more we understand, the better service we can offer our customers.

What do you do when you're not working?

I travel probably 40 out of the 52 weeks of the year. My territory stretches as far north as Anchorage and south to Mexico so it's a challenge to hit all 18 stations. I'm up to 15 so far this year. Yet when I'm not travelling around the world watching freight move, I'll travel to Hawaii, the Caribbean or Europe. I'm a New Yorker but my wife lives with me in LA, and her whole family is from there. Our son lives in Northern California – and fortunately he's off the payroll. He's gainfully employed as a civil engineer designing bridges. ■

這份工作有什麼挑戰和商機？

最大的挑戰是運載力，這不是秘密，而是業界普遍面對的困難。

至於商機，中國的中產階級正在壯大，比起十年前，他們現在更懂得購買優質的產品，如新鮮莓果、農產品、龍蝦等。國泰的優勢是，我們在美洲擁有龐大的貨運和客運網絡，而且主要城市的客運航班甚為頻密，再加上國泰港龍覆蓋廣泛的中國網絡，我們可以迅速將產品送到廣大的中國消費者手上。海運絕對做不到這一點。

談談與南美LATAM航空公司的合作關係。

將兩家公司的航線網絡圖放在一起，就可以清楚地看到我們之間完美的互補作用。所有來自拉丁美洲的空運貨物可以經美國運往亞洲各個航點，反之亦然。兩家公司合作能獲得無可匹敵的優勢，這是我們沒辦法獨力做到的。

你最喜歡這份工作的哪一方面？

貨運工作必須同時擁有銷售和實際運作兩方面的知識，銷售人員必須詳細了解幕後的運作情況，這樣才可以跟客戶討論運送的細節。我們了解得愈多，愈能為客戶提供更好的服務。

公餘時有什麼消遣？

一年 52 個星期當中，我大概有 40 個星期都在出差。我負責的區域從最北的阿克雷奇一直到南面的墨西哥，要在一年內巡視全部 18 個貨站是一大挑戰。今年到目前為止，我已經造訪了其中 15 個。如果不用飛到世界各地了解貨運業務，我會飛去夏威夷、加勒比海和歐洲等地度假。我是紐約人，妻子和我住在洛杉磯，她一家也是洛杉磯人。我們的兒子則住在北加州，他已經長大獨立，是一位土木工程師，負責設計橋樑。■

EAST VS WEST 東張 • 西望

Cargo Clan tests New Yorker but LA resident Fred Ruggiero's loyalties

NEW YORK OR LA? The weather in LA because it's gorgeous, but I love the New York lifestyle. But my wife's family are from LA, so happy wife, happy life.

JETS OR RAMS? Jets, because I'm a New Yorker. Even though they guarantee year-round misery.

KNICKS OR LAKERS? Knicks, same. It's the start of the season. Like all New Yorkers, I'm an optimist but then reality sets in.

METS OR DODGERS? No brainer. Mets. And don't mention the Yankees. The Dodgers moved from New York to LA. And yes, the local Dodgers fans give me a hard time.

'THE HILLS' OR 'JERSEY SHORE'? [chuckles]. *Jersey Shore*. I used to have a house there. It actually got destroyed by Hurricane Sandy just after I sold it.

BREAKFAST BURRITO OR BAGEL? Bagel. I'm a New Yorker.

A CURVEBALL. SUPERBOWL OR THE HK SEVENS? Ooh. That's not

fair. The Sevens are like the Superbowl on steroids. So, yeah. The Sevens.

Fred Ruggiero 生於紐約，現居洛杉磯，哪個地方才是他的最愛？

紐約還是洛杉磯？ 洛杉磯天氣一流，但我也很喜歡紐約的生活方式。不過太太的家人都住在洛杉磯，正所謂太太開心，生活自然更開心。

噴射機還是公羊？ 噴射機，因為我是紐約人，不過球隊今年成績應該差強人意。

紐約人還是湖人？ 一樣，還是紐約人。現在才剛開季，我和所有紐約人一樣暫時都保持樂觀，不過慢慢會接受現實。

大都會還是道奇？ 大都會，毫無懸念，更別說還有洋基，其實道奇也是從紐約遷至洛杉磯。不過無可否認，本地的道奇球迷總是令我吃盡苦頭。

《The Hills》還是《Jersey Shore》？ [輕笑] 《Jersey Shore》。我以前在澤西海岸 (Jersey Shore) 有一座房子，賣了之後便被颶風桑迪摧毀。

卷餅還是小麥圈？ 小麥圈，我是紐約人嘛。

稍稍離題一下。超級碗還是香港七人欖球賽？ 哇，這可不公平。七欖就像是嗑了類固醇的超級碗賽。好吧，我選七欖。





AMERICAS FOCUS: PUERTO RICO 美洲焦點：波多黎各

The US Caribbean territory is punching way above its weight for pharma exports

這個位於加勒比海的美國境外領土，正越級挑戰醫藥品出口業務



Ian Putzger

Aviation and logistics journalist
航空及物流記者

With its beaches, tropical rainforest and waterfalls, Puerto Rico shares many associations with its Caribbean neighbours, but this archipelago is also a manufacturing centre of global significance. This group of four islands is the largest insular territory of the US, and it exports a multitude of goods – from chemicals, electronics and apparel to canned tuna, rum, medical equipment and pharmaceuticals.

‘These exports are shipped all over the world,’ says Javier Aleman, station manager, Puerto Rico, at DHL Global Forwarding. He adds that while aircraft parts are an up and coming business, like every other export industry on the islands it is dwarfed by healthcare and pharma traffic, which accounts for some 70 per cent of Puerto Rico’s exports and between 80 and 90 per cent of DHL Global Forwarding’s outbound business.

The territory boasts 49 pharmaceutical companies approved by the US Food and Drug Administration (FDA), and the list reads like a *Who’s Who* of the global industry, including AstraZeneca and Bristol Myers Squibb to Eli Lilly, Novartis and Pfizer.

Worth about US\$14 billion in 2015, Puerto Rico’s outflows for this sector accounted for 24 per cent of all pharmaceutical and medicine exports from the US, which made the territory the nation’s largest exporter in this segment – ahead of second and third-place California and Indiana. Interestingly, each of those states sent out only about half as much

as Puerto Rico in terms of value.

Pharma products from Puerto Rico are dispatched to countries all over the world. In Asia, Japan and China are the leading destinations, but ‘virtually all other countries in the region import from Puerto Rico,’ according to Aleman.

He adds: ‘Tighter FDA regulations and the rise of bio-pharma products mean that the requirements for cold chain integrity keep increasing. You must be GDP-compliant.’

DHL Global Forwarding has invested more than \$800,000 this year to expand its temperature-controlled facility at the airport. The building has several chambers for different temperature ranges. The largest volume requires ambient temperatures between 15 and 25°C. Aleman adds: ‘The 2-8°C range is bound to grow considerably due to the increase of bio-pharma products.’

In recent months airfreight capacity has increased hugely, as a number of airlines have launched flights to Puerto Rico, including

several all-cargo operations. Aleman welcomes the additional lift that has increased his choices, but adds that not every carrier has the requisite capabilities to handle pharmaceuticals.

To Asia, DHL Global Forwarding frequently taps into Cathay Pacific Cargo’s freighter flights between Miami and its home base. Cathay Pacific has interline agreements with two US freighter operators, Amerijet and ABX Air, to feed traffic from San Juan to its Miami departures five days a week.

Jose Baez, owner of Air Cargo Solutions, the general sales agent that represents Cathay Pacific in Puerto Rico says: ‘These carriers transfer the cargo in Miami to Cathay Pacific’s facility within half an hour of landing to ensure cool chain integrity.’

For Aleman, cool chain expertise and responsiveness are the critical qualities he looks for in a carrier, and that these valuable exports depend on.



The waterfront at San Juan
聖胡安的臨海景致

由四個小島組成的波多黎各是美國境外最大的非合併領土，到處都是海灘、熱帶雨林和瀑布，擁有典型的加勒比海風貌。然而，這個群島亦是全球製造業中心，地位舉足輕重，其出口貨物種類繁多，包括化學品、電子產品、時裝，以至罐頭吞拿魚、秣酒、醫療儀器及醫藥品。

敦豪全球貨運物流的波多黎各貨站經理Javier Aleman表示：「這些出口貨物運送至世界各地。」他補充說，儘管飛機零件製造業前景向好，卻跟島上其他出口業一樣不敵保健及醫藥產品的表現，後者佔波多黎各出口貨物約七成，佔敦豪全球貨運物流的外運業務更高達八至九成。

當地設有49間獲美國食品及藥物管理局(FDA)認可的製藥公司，名單猶如全球醫藥業的巨擘名冊，包括英國阿斯利康、必治妥施貴寶、禮來、瑞士諾華製藥及輝瑞。

波多黎各的醫藥品出口總值於2015年約為140億美元，佔美國所有醫藥品出口總額的24%，依次擊敗加州及印第安納州，成為國內醫藥業的最大出口地。有趣



“

**PUERTO RICO ACCOUNTED
FOR 24% OF US LIFE-SCIENCE
EXPORTS WORTH \$14bn IN 2015**

波多黎各的醫藥品出口總值於
2015年約為140億美元，佔美國
生命科學出口總額的24%

的是，屈居其後的兩個州份，各自的出口總值僅及波多黎各的一半左右。

波多黎各的醫藥品出口至世界各國，亞洲則以日本及中國為主要目的地。Aleman補充道：「其實幾乎每個亞洲國家的醫藥品均是由波多黎各進口。」

他續說：「FDA規例愈趨嚴謹，加上生物製藥產品冒起，意味對完整冷凍鏈的需求日益提升，大家必須遵守藥品良好分銷規範。」

敦豪全球貨運物流今年已投資了逾80萬美元，擴建機場恆溫設施。大樓備有多間不同溫度的儲存室，大部分貨品須儲存於攝氏15至25度的環境中。Aleman補充：「隨著生物製藥產品增加，溫度維持攝氏二至八度的儲存室需求亦相應增加。」

由於多間航空公司（包括好幾間全貨運航空）開辦往來波多黎各的航線，使近月空運的運載力大幅增長。Aleman對此表示歡迎，認為可提供更多選擇，但他指出，並非每間航空公司都有足夠的能力處理醫藥品。

亞洲敦豪全球貨運物流經常選用國泰的貨機，往返敦豪總部和邁阿密之間。國泰航空亦早與美國兩大貨運航空Amerijet及ABX Air訂立聯航協議，應付每周五日從聖胡安至邁阿密的貨運中轉需求。

Air Cargo Solutions東主Jose Baez是國泰航空在波多黎各的代理，他說：「兩家貨運航空要在降落邁阿密的半小時內，將貨品送往國泰貨機，確保無損冷凍鏈的完整。」

專業而靈活的冷凍鏈管理，是Aleman選擇理想空運夥伴的先決條件，也是這種高價值出口業務的關鍵所在。





ICE STATION CATHAY

冰雪起航

Anchorage is a vital cog in Cathay Pacific Cargo's Americas operation. PHIL HEARD goes on shift with the team that keeps the freighters flying. 安克雷奇是國泰貨運美洲區的重要貨站，PHIL HEARD親身體驗團隊的日常貨運工作

It's 30 degrees. Cathay Pacific cargo manager Kevin Miller describes it as 'balmy' or 'shirt-sleeve weather'. But it's November and this is Anchorage in Alaska, the US's northernmost state that sits between Canada and the indeterminate frozen northern polar wastes. They measure temperatures in Fahrenheit here, so it's two below and Kevin is nonchalantly chiselling ice off the windscreen of the airfield car before a tour of the ramp at Ted Stevens International Airport.

Of course, -2°C is just a taster. Come the depths of winter, it'll get colder, much snow will fall, winds will howl – and on days with 20 hours of darkness. It can be a hostile place. 'Yes,' agrees duty manager Aaron Freeman, 'but it's all worth it for the summer – 20 hours of daylight, beautiful scenery and the outdoor life and a nice steady 70 degrees.'

Irrespective of the season and its remote location, Anchorage underpins Cathay Pacific's transpacific freighter services. Around 70 freighters touch down here each week. It's a vital pivot for the

operation – and for other carriers too. Miller says: 'There are around 1,700 freighter movements a week here altogether.'

But why? Simply its location, as vice-president cargo, Americas, Fred Ruggiero explains. 'We could fly our aircraft from North America to Hong Kong non-stop but it's a long way and with the fuel required we wouldn't be able to carry the full payload. The stop means we split time and distance so that we can refuel – and load more freight too.'

Refuelling used to be an issue for passenger aircraft too. Miller says: 'Back in the 1980s, if you lived in Anchorage you could catch a plane to all points in Asia and Europe. You would look along the north terminal and see the tailfins of almost all the world's airlines.'

Now modern generation aircraft fly miles overhead and the north terminal is something of a ghost town, with passenger flights handled in the South Terminal. In fact, other than the odd TSA pass office, the only signs of life in the former passenger

terminal are in the Cathay Pacific Cargo office on the second floor.

Here a small team manages what is in simple terms a truck-stop for freighters, a roster of 'tech stops', much like the 'splash and dash' in the pits during a Grand Prix. But there is much more to it than meets the eye, as the hubbub in Cathay Pacific Cargo's office indicates.

On the wall a screen reflects the status of the operation, showing everything from flight numbers, aircraft registration, ETA and departure times, current timings, to the name of the captains on the inbound and the outbound flights. It's used not just by the team, but the vendors who provide ramp services, and even the pilots, who can check the status of



安克雷奇是國泰的跨太平洋貨運服務支柱，每週有約 70 班貨機降落。這裡是國泰空運服務的重要樞紐，對其他貨運公司來說亦同樣重要。Miller 說：「每週在這裡升降的貨機約有 1,700 班。」

原因何在？美洲貨運部副總裁 Fred Ruggiero 說，純粹因為其地理位置。他解釋：「我們本來可以從北美洲直航香港，但由於路途遙遠，需要大量燃料，以至未能盡用載貨量。但只要中途停留安克雷奇，就能分段飛行，間開距離，好讓我們補充燃料，運載更多貨物。」

客機亦一度選擇在此補充燃料。Miller 表示：「在 1980 年代，如果你住在安克雷奇，便可以輕易找到航班飛往亞洲及歐洲任何地方。那時望向北座客運大樓，就能看到一列各地航空公司的尾翼。」

如今新一代飛機都能遠距離飛行，而客機均在南座客運大樓處理，令北座大樓恍如鬼域。其實除了美國運輸安全管理局通行證辦事處，舊客運大樓就只餘二樓的國泰貨運辦事處仍然人氣旺盛。

這裡的小團隊負責處理貨機停靠，其實就是技術停靠，就像格蘭披治賽車「加油衝刺」的維修加油站。但國泰貨運辦事處極為忙碌，實際的工作繁重得多。

牆上的螢幕反映了運作狀態，顯示航班編號、飛機登記、預計抵達及起飛時間、目前時間表，以至抵達及離境航班的機長名字等所有資料。這些資料除供團隊使用，亦給予停機坪服務供應商及機師參考，好讓機師查看自己的航班狀況，看能否有更多時間在邁阿密泳池忙裡偷閒。

Adebayo Carew (AC) 是貨運銷售及服務代理，他正在整理每班機的文件和更新螢幕資訊。他表示：「除了這些事務，我亦會檢查全體機組人員的名字，看看是否需要為他們預備特別餐點，製作簡報表讓

他們得悉下一次值勤安排，還要致電酒店確保準時叫醒他們，以及安排交通按時送他們上機。我亦要預備機長通知，列出機上的危險貨物及其存放位置。」

此外，他還要準備清關文件，並為已起飛的飛機填寫報告。他們亦不僅負責案頭工作，AC 補充：「我們的強項在於所有人都能夠完成所需職務，包括銷售、文書及在停機坪及航班上工作。我們就像運作順暢的機器，相輔相成，以配合整體運作。我們準時完成任務，意味著促進公司業務，所以需要以相同的節奏協力工作。」

這時候，他的電話響起，彷彿要引證這一點。來電的是本地貨運商，希望為 2,000 公斤象拔蚌預留貨機機位。這種大型貝類海鮮於距離安克雷奇數小時車程的 Ketchikan 捕捉，亞洲視此為極品美食。他邊打訂單確認書邊說：「這裡盛產象拔蚌，但以我所知，卻沒甚麼人吃這東西。」

而最繁重的工作都在停機坪進行。抵達貨機的停泊區與客運大樓距離遙遠，好讓航機能夠順利停泊，而且無需後退亦能滑行。Miller 解釋，簡單的技術停靠不應該花多於一小時。他說：「這一小時中要處理很多事情，不只是檢查輪胎和機油，還要巡視機艙，確保貨物沒有移位，又要覆檢文件、為動物補充清水，或為恆溫貨櫃補充乾冰，工程師則需執行基本檢查。機組人員會在這裡換班，以他們的當值時間來說，人手相當有限，所以一件小意外都會阻礙整個程序。」

以今天為例，「小意外」是寒冷的天氣，地面開始積雪，飛機停泊時於油缸中注入了極冰冷的燃料，令機翼急速結冰。Miller 補充道：「跑道積雪會影響航機起飛，所以我們要趕緊在這一小時溶雪。」

幸好今天只是小雪，所以無需卸貨。Miller 說：「如果下大雪的話，我們◎

室

外氣溫是 30 度。國泰貨運經理 Kevin Miller 形容此為「氣候宜人」及「輕裝上陣」的季節。但現在是 11 月，而這裡是阿拉斯加州首府安克雷奇。阿拉斯加是美國北陸的州分，坐落於加拿大與北端冰天雪地的荒原上。當地以華氏為溫度單位，所以目前其實是攝氏零下兩度，Kevin 卻若無其事地盤開巡邏車擋風玻璃上的冰塊，打算在泰德史蒂芬斯國際機場的停機坪巡視一下。

零下兩度只是序幕，隨之而來就是隆冬，天氣會愈來愈冷，大雪紛飛，寒風呼嘯，部分日子黑夜更長達 20 小時，絕對是苦寒之地。值班經理 Aaron Freeman 也同意：「但夏天卻值萬金，屆時在 20 小時的日照下，可以享受漂亮風景、各式戶外活動及華氏 70 度左右的怡人天氣。」

撇開苦寒的冬季和偏遠的地理位置，

their flights to see if they can get some more time by the pool in Miami.

Cargo Sales and Service Agent Adebayo Carew, or 'AC' as he likes to be known, is sorting out the paperwork that each flight generates and updating the screen. 'Among other things, I'll be checking crew names, and whether they require special meals, create briefing sheets so that crew have their next roster, and phoning the hotel to ensure that they're woken up on time and that the car company drives them to the aircraft at the right time,' he says. 'I also prepare a Notocs [notification to captain] that will describe any dangerous goods and where they are on the aircraft.'

And that's before the customs paperwork and preparing the audits for the departed aircraft. But it's not just a desk job. AC adds: 'Our strength is that we can all perform the required functions, from sales, the paperwork, to working on the ramp and the aircraft. We're a well oiled machine; moving parts in a bigger entity. Our on time performance means revenue, so we all have to be working to the same beat.'

As if to prove the point, his phone rings. It's a local forwarder keen to secure space for 2,000kg of geoducks. The large clams are a delicacy in Asia and are fished a few hours away in Ketchikan. 'I don't know anyone who eats them around here, but this where they come from,' he says, tapping out the order confirmation.

But it's out on the ramp where the action is. The parking areas for incoming freighters are remote from terminal buildings so that they can park and taxi away without the need to be pushed back. A simple tech stop should take no more than an hour, as Miller explains. 'There is a lot that happens – it's more than kicking the tyres and checking the oil,' he says. 'We do a walk around the cargo deck to make sure nothing has shifted, check the paperwork, give water to animals or add dry ice to temperature-controlled containers, and engineers carry out a basic service. The crew swaps here, and they are very limited in terms of their duty times, so one little incident can derail this process.'

Today, the 'one little incident' is the weather. It's cold and some snow is starting to settle on the ground, and more significantly the aircraft wings, freezing fast because of the ultra-cold fuel in the

tanks. Miller adds: 'Snow on the runway starts to affect the take-off performance of the aircraft, and we need to de-ice aircraft, but still in the same hour.'

Today it's light snow so there won't be the need to offload cargo. 'Then we would need to get a crew to unload pallets and put them on the next available flight,' says Miller. 'We have some storage space here including a cool room and freezer. Obviously, we will try to steer away from bumping temperature-sensitive goods, but then we also have to minimise load times so we don't delay the flight. It's a balancing act.'

The day's other balancing act does involve the loading team. A few weeks previously, a new Boeing 747-8F arrived with a technical problem that necessitated a warranty engine change. Not an easy undertaking, as engineering manager Marty Smith explains: 'The hangars here are not big enough to take the aircraft.'

Working outside is not ideal, not here, and it took around five days with the engineering team working in shifts behind an 'igloo', an inflatable tent, which when wind permits, shelters staff from the elements. 'Unlike the time we had to replace the wiring on a broken tail light suspended on an exposed cherry-picker – I almost froze to death'. But it's still a complex undertaking, a balance of heavy

engine and intricate connections.

Now the six-tonne engine frame needs to go back to Hong Kong. It's an outsized piece, and wider than the standard pallets. It has to be locked and then lashed in an area at the centre of the aircraft for balance and because the complex floor of rails, bearings and clips has the necessary pop-up locks for the cargo-straps to secure it. Duty manager Aaron Freeman adds: 'And the regulations dictate that we have to have a certain amount of pallet positions fore and aft of it in the unlikely event of it working loose.'

Freeman has been in touch with Cathay Pacific's load control team in Hong Kong, who prepare the load plans to maintain the best aircraft trim while



1 The freezing ramp at ANC
安克雷奇的停機坪寒風徹骨

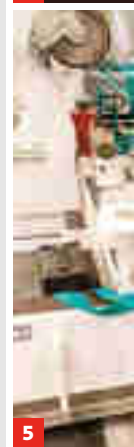
2, 3 An engine change in the cold is a rare but testing challenge
在嚴寒中更換引擎情況罕見，也是一大挑戰

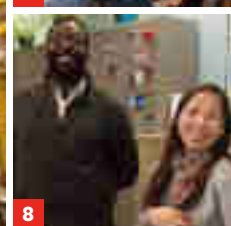
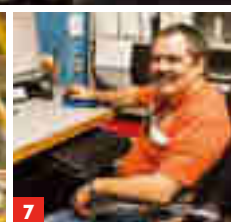
4 De-icing the wings on a nighttime flight
為夜班航機的機翼溶雪

5 Cargo manager Kevin Miller helps secure the outsized six-tonne engine frame
貨運經理Kevin Miller協助固定重達六噸的超大引擎框架

6 Checking the load before departure
貨機起飛前必須小心檢查貨品

7, 8 Engineering manager Marty Smith; 'AC' and May So back in the warmth of the office
工程經理Marty Smith、AC和May So回到溫暖的辦事處





minimising the moves required to get the six-tonne frame in and cargo reloaded quickly. But securing the mesh of straps correctly to the plan takes a good 30 minutes of everyone mucking in.

The next day, duty manager May So has had a busy but normal morning, having started her shift at 4am. Born in Hong Kong, she's been here long enough to marry a local – 'my kids are Alaskan' – and eschew the high heels of city life. 'I haven't worn them for 15 years now,' she says. She now spends her free time kayaking and enjoying the (very) great outdoors.

She's had the opportunity to catch up with all the night's paperwork, with the only excitement being a message from an incoming pilot saying he was opening the

last coffee pack. A long flight without coffee would not fly, so caterers have been asked to add extra to the consignment to be loaded when the aircraft arrives. It's all a far cry from when she was on duty and high winds shut the airport and aircraft were diverted to Fairbanks – 'that's eight hours by car,' she says. 'The whole operation got shifted. It's a 45-minute flight away. We have GHAs there, but it's small so with all the flights going in it's first come, first served. That makes it quite interesting. We got the last seats to get our engineer and flight crew out there.'

Even in another part of Alaska, this team keeps the cogs turning. 'That was fun,' she recalls. 'That's what's good about the job: it's exciting.' ■

就需要調動上落貨團隊卸卡板，再將卡板搬到下一班航機上。我們這裡設有儲存空間，包括冷凍室及冰庫。當然，我們會盡量避免移動對溫度敏感的貨物，亦要盡量減省上貨時間，以免航班延誤。這項任務的確要兼顧不同的細節。」

今天，他們便要出動上落貨團隊。幾星期前，一架全新波音 747-8F 航機飛抵後出現機件問題，必須更換引擎。工程經理 Marty Smith 說這次任務絕不簡單：「這裡的機庫沒有足夠空間容納這架飛機。」

由於戶外並非理想的工作環境，工程團隊藏身於「冰屋」般的吹氣帳篷內，在風勢稍弱下勉強能遮風擋雪，但仍然要輪班工作近五天才成功更換引擎。Marty Smith 說：「雖然不像上次要在升降台上飽受風霜為壞了的尾燈更換電線——那次我幾乎凍死了，但這次要更換龐大的引擎，程序十分精細，是非常複雜的任務。」

如今重達六公噸的引擎框架需要運回香港。這是特大貨物，比標準卡板還要寬，因此需要在上鎖後固定於主機艙的中央位置，除為了平衡機身，亦因為滿佈路軌、軸承和夾子的地面有所需的彈簧鎖，可以扣緊貨物加固帶，防止引擎框架滑動。值班經理 Aaron Freeman 補充說：「法例規定在框架前後必須擺放一定數量的卡板，以防發生罕見的鬆脫情況。」

Freeman 與國泰的香港航機平衡調控團隊合作，團隊負責規劃貨物擺位，以善用航機空間，盡量簡化將六噸的框架搬進機艙及重新上貨的工序。但即使大家齊心協力，仍需 30 分鐘才能正確繫緊加固帶。

翌日，當值經理 May So 在凌晨四時開始接更，如常地展開忙碌的早上。她於香港出生，在這裡生活多年，繼而嫁為人婦落地生根，早已放棄踢著高跟鞋的都市生活。她說：「我已經 15 年沒穿過高跟鞋，孩子都是阿拉斯加人。」如今她餘暇時會划獨木舟，享受戶外活動的樂趣。

她把握時間翻閱夜班的所有文件，之後很興奮收到抵境航班機師的訊息，表示他正享用最後一包咖啡。對機師來說，長途航班沒有咖啡不行，所以他們要求餐飲供應商在航機抵達時補充額外的咖啡包。

這種日子可謂風平浪靜，她記得有次因為強風關閉機場，所有航機轉飛費爾班克斯，那天簡直驚濤駭浪。她說：「費爾班克斯與這裡距離八小時車程，飛機航程則 45 分鐘。我們於當地設有地勤服務代理，貨站整個運作需暫時轉到那裡處理，但當地機場太小，所以當所有航班湧進，就只能先到先得。幸好我們也取得最後的座位給工程師及機組人員到那裡執勤。」

即使在阿拉斯加其他地方，此團隊也克盡己任，確保一切運作如常。她憶述：「那次真的很刺激。這正是此工作的樂趣，總是令人十分興奮。」 ■



HARVEST-FRESH CHERRIES 櫻桃成熟時

The Pacific Northwest is known for its bountiful harvest of cherries each summer, with much of the crop exported to Asia. What are the steps to ensure the fruit gets to market in good order?

太平洋西北地區每年在夏季豐收的車厘子享譽海外，當中大部分出口至亞洲。

到底運送的過程如何可以保持果肉完好無瑕？

Around 20 million 20lb boxes of delicious, plump and fleshy cherries were harvested in the Pacific Northwest during the summer season.

The cherries from this region in the US, centred on Washington State, are some of the best in the world and in demand by consumers across the globe. Around 30 per cent of the harvest is exported, with Asia being the biggest customer, led by China and South Korea.

'Europe is the second market after Asia, but it is a distant second,' says Patrick Allen, manager and franchise owner of Pilot Freight Service's Washington offices.

It has become expert in trucking and shipping the tonnes of the ever-popular Bing, the early cropping Chelan, the yellow Rainier and the late season mahogany red Lapin varieties to market.

Harvested in an intense three month period over the summer, these are delicate fruits that need to be transported thousands of miles, so how do they get from the tree to market in good condition? ■

今年夏季，太平洋西北地區共採收了 2,000 萬箱車厘子，每箱均滿載 20 磅飽滿多汁、味美肉豐的車厘子。該區以華盛頓州出產的車厘子最為有名，品

質優良，廣受世界各地消費者歡迎。當地農民將 30% 的收成出口外銷，顧客主要來自亞洲，其中以中國和南韓為首。

Pilot Freight Service 華盛頓辦事處經理及特約代理商 Patrick Allen 說：「歐洲是繼亞洲之後的第二大市場，但那裡的车厘子進口量遠低於亞洲。」

Allen 的公司是運送車厘子的專家，負責將不同類別的車厘子，如大受歡迎的 Bing、早熟的 Chelan、嫩黃的 Rainier、呈深紅色的遲熟品種 Lapin 送達市場。

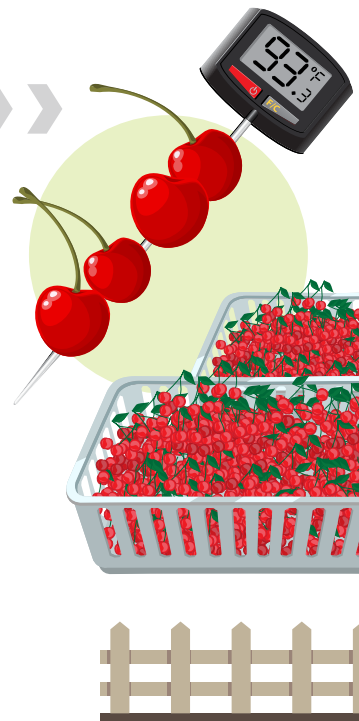
車厘子於盛夏的三個月收成豐富，大量採收。這些易壞的果實需遠涉千里才抵達目的地，我們如何確保它們能完好地從樹上運送到市場？■

1 PICKED BY HAND 人手採摘

Cherries are picked by hand, to prevent damage and bruising at the peak of ripeness, and put into large plastic containers on farms in Washington State and the Pacific Northwest region.

車厘子需以人手採摘，以防止熟透的果實破裂或凹陷。車厘子於華盛頓州及太平洋西北地區的農場採收後，隨即裝入大型塑膠容器中。

HERE'S
HOW TO
MOVE IT
樹上熟到
口裡嚐



VANCOUVER
溫哥華PORTLAND
波特蘭

6

FLIGHT READY

準備付運

The cherries are delivered by truck to either Vancouver or now Portland airports for export on Cathay Pacific flights. Forwarders also use San Francisco and Los Angeles.

車厘子以貨車運至溫哥華或新增的波特蘭機場，再以國泰航機出口至外地。其他貨運商亦有採用三藩市及洛杉磯路線。

7

FLYING FRUIT

空運抵達

The cherries are loaded on to Cathay Pacific aircraft in the temperature controlled hold, and they are kept in cold rooms on arrival in Hong Kong before being loaded on aircraft again to the ultimate destination. From tree to shelf in a couple of days. Allen adds: 'Cathay Pacific Cargo is Pilot's favourite carrier for shipments of fresh Washington State cherries.'

車厘子被送進恆溫機艙，抵港後轉送冷凍室儲存，再移送到其他貨機，轉運至最終目的地。從樹上到貨架，中間只相隔數天。Allen補充道：「國泰貨運是Pilot運送新鮮華盛頓州車厘子的首選夥伴。」

5

ON TO THE FORWARDER

送交貨運代理

The pallets are covered in insulation wrap to preserve the low temperature of the cherries' flesh. Protected pallets are taken by refrigerated truck to the freight forwarder. Allen says: 'We will receive the cherries on the same day or morning after picking and will book the space and prepare the necessary paperwork.'

卡板需包上保護物料，以確保果肉處於低溫狀態，然後以冷凍貨車運載，送交貨運代理。Allen表示：「我們在採摘當天或翌日早上接收到車厘子，然後預訂載貨空間及準備所需文件。」

4

PUNNETS TO PALLETS

裝箱送運

Cherry punnets are packed according to grade into 5kg boxes. There are around 70-80 of these boxes per pallet.

一盒盒的車厘子按等級每五千克放進箱中，一塊貨運卡板可疊上70至80箱。

2

CORE TEMPERATURE

肉心溫度

Depending on the distance from the packing house, some farms will have hydro-coolers in the field to take out heat, but usually these are at the packing plant. The fruit's 'core' temperature is taken with probe thermometers, but not from fruit at the top of the box as these cool quicker. If it's more than 50°F (10°C) they are cooled.

如包裝工場遠離農場，農民會自備水冷裝置，將採摘到的車厘子即場冷凍，以延長果肉保鮮期，但大部分的車厘子均會送至包裝工場才冷藏。檢測溫度時，工人會以探熱針檢測其「肉心」溫度，但不會選上層包裝箱的車厘子，因為那些受冷較快。如果溫度超過華氏50°F（攝氏10°C），便代表冷凍溫度足夠。

10°C

3

PACKED IN PUNNETS

果盒包裝

In the packing house cherries are cooled if needed, washed and separated according to size. The largest will be the most valuable at market. The cherries are packed into punnets – similar to those you find on supermarket shelves.

包裝工場在有需要時將車厘子冷藏，然後清洗，再按大小分類，愈大顆的在市場上售價愈高。經過分類的車厘子會被裝進果盒，就像超市常見的包裝。



CLAN GATHERINGS 共聚一堂

This quarter saw the inaugural flights for two freighter services – Portland in the US Pacific Northwest and Brisbane West Wellcamp in Australia

今季，我們喜迎兩條貨運航線啟航——美國太平洋西北區的波特蘭，以及澳洲布里斯班西威爾坎普



ALL WELL ON THE NIGHT 完美一夜

After a successful trial last year, privately funded airport, Brisbane West Wellcamp in Queensland, received its first scheduled Cathay Pacific Cargo freighter service. The flight departed at night with a load of Queensland's agricultural produce bound for China along with some outsized mining equipment.

經過去年的成功試航後，由私人企業營運的布里斯班西威爾坎普機場這夜整裝待發，迎接籌備多時的國泰航空貨運服務。首班貨機於夜間起飛，機上運載前往中國的昆士蘭農產品及特大採礦設備。



4. (l-r) CEO Food Leasers, Australia, Ben Lyons; Nelson Chin; Menzies Aviation VP finance, Oceania Darren Masters; Wellcamp Airport chairman John Wagner; Menzies Aviation's Lloyd Thomson; Cathay Pacific cargo manager, Australia Nigel Chynoweth; and Wellcamp Airport GM Phil Gregory
5. Queensland beef was on the first flight
6. The flight crew: Captains Brendan Brady, Gus Larard and Brad Jacques

1. A proud moment for John Wagner (right) and the airport team
2. Cathay Pacific GM for southwest Pacific Nelson Chin speaks to the press
3. (l-r) Global Air & Ocean's Todd Milner; Cathay Pacific's David Harris, Nigel Chynoweth and Nelson Chin; AU Express's Vincent Zhong; and DB Schenker's Chris Pienaar

1. John Wagner (右) 與機場團隊為首航引以自豪
2. 國泰航空西南太平洋地區總經理秦再康與傳媒對話
3. (左至右) Todd Milner、David Harris、Nigel Chynoweth、秦再康、Vincent Zhong及Chris Pienaar見證貨機啟航
4. (左至右) Ben Lyons、秦再康、Darren Masters、John Wagner、Lloyd Thomson、Nigel Chynoweth、Phil Gregory興奮迎接新航線
5. 首班貨機運載昆士蘭急凍牛肉
6. 機長Brendan Brady、Gus Larard及Brad Jacques



Field of dreams
Brisbane West
Wellcamp

夢想之園
布里斯班西威爾坎普機場

WHY WELLCAMP? 威爾坎普之夢

BRISBANE WEST WELLCAMP is the first privately built and funded public airport in Australia. It is the brainchild of the family-owned Wagners business, a concrete, construction, aggregates and infrastructure company run by four brothers. It has bases across Australia and overseas, but with its heart very much in Toowoomba, Southeast Queensland.

Chairman John Wagner (pictured right) is also in charge of operations at the airport, which welcomed its first regular Cathay Pacific Cargo freighter service in November following a successful trial in 2015. And he has bigger ambitions for the airport and the opportunities it brings to his home turf. 'The Cathay Pacific freighter service is a fantastic thing for the airport and the region, but we've got a lot more to do,' he says.

This includes doubling the scheduled 74 passenger services a week by this time next year, for the airport to handle 1.5 million passengers annually in the next decade (including overseas visitors for whom an international terminal is planned) along with a parallel focus to turn the airport into a freighter hub. 'When all that happens I'll be a much more content human being,' he says.

But there are already grounds for satisfaction. The airport has produced a huge confidence boost for the region. For 20 years Wagners had made the case for an airport to connect Toowoomba, Australia's second-largest inland city, to boost the region's agricultural exports, as well as developing its tourism potential. Wagner says: 'When we started to develop our Wellcamp Business Camp, we found it difficult to attract national and international companies because of the lack of connectivity. So the family made a decision in 2012 to proceed with an airport.'

'Build it and they will come' is something of a cliché, but it holds true

here. 'We hadn't realised how much confidence our decision would give the local investment community,' adds Wagner. 'Toowoomba is now one of the country's investment hotspots.'

And its cargo credentials are developing fast as well, led by the freighter service. 'We've created the infrastructure, Cathay Pacific has created the logistics, so there are options for farmers to get produce to Asia overnight to half of the world's population,' says Wagner.

Now there are plans to route an inland rail project that links Melbourne and Brisbane via Wellcamp. 'We will build an intermodal terminal at the airport which will make the airport a logistics hub, and an economic alternative to Sydney for companies in the south of the country,' says Wagner.

布里斯班西威爾坎普機場是澳洲首個由私營企業興建及營運的公共機場，也是 Wagners 四兄弟家族企業的心血結晶。公司業務範疇包括混凝土、建築、合成物料和基建，辦事處遍佈澳洲及海外，但發展重心集中昆士蘭東南部的圖文巴。

國泰貨運於 2015 年成功試航西威爾坎普後，於 2016 年 11 月開辦首條定期客運航線。Wagners 企業主席 John Wagner (右圖) 亦負責機場的運作，他對這個機場和它為家鄉帶來的機遇躊躇滿志：「國泰空運服務對機場及整個區域來說絕對是好事，但我們還有更遠大的目標。」

這包括在翌年同期，將每週 74 班次的客機服務增加一倍，令機場於未來十年能接待每年 150 萬人次的旅客（包括海外旅客，機場已計劃興建國際客運大樓），同時致力將機場發展為空運樞紐。他表示：「當所有目標達成後，我就是世上最心滿意足的人。」

他其實早已感到滿足，因為機場為圖文巴帶來莫大的生機。Wagners 企業於 20 年前已提出興建機場，以將澳洲這個第二大內陸城市與其他地方連接起來，同時提升區內的農產品出口及發展旅遊業。Wagner 表示：「我們開始發展威爾坎普商業園區時，發現這裡與外界隔絕，難以吸引海內外公司，於是家族於 2012 年決定興建機場。」

Construction starts in 2017, the same year that an infant milk formula factory opens on the business park. The first stage will see annual production of 30 million tins of formula, a product in huge demand in China. 'The second phase will create thousands of jobs through the supply chain,' says Wagner.

You sense real pride in how Wagners has developed and is influencing the development of Southeast Queensland. It's a far cry from the early days of the business when John drove trucks for the family firm. He says: 'When we started 27 years ago we didn't know where we'd end up but it's been a great ride.'

Passengers, shippers and forwarders can agree on that.



「有麝自然香」可能是陳腔濫調，放諸這裡卻絕對毋庸置疑。Wagner 補充說：「當時我們並不知道這決定會為本地的投資界注入多少信心。但如今圖文巴已成為澳洲一大投資熱點。」

在空運服務帶動下，機場的貨運能力亦迅速發展。Wagner 稱：「我們創造了基本的建設，國泰則創造了物流，於是農夫可於一夜間將農產品運往亞洲，直達全球過半人口手上。」

Wagner 正計劃興建內陸鐵路，經威爾坎普將墨爾本及布里斯班連接起來。他說：「我們會在機場興建綜合大樓，令機場成為物流樞紐，亦為澳洲南部企業提供悉尼以外的業務發展選擇。」

工程於 2017 年動工，嬰兒配方奶粉工廠亦將於同年在商業園區開幕。首階段的配方奶粉年產量達 3,000 萬罐，能應付中國的龐大需求。Wagner 表示：「生產線於第二階段將創造成千上萬個職位。」

你絕對能夠感受到 Wagners 企業對自身的成就和對左右昆士蘭東南部發展何其自豪。如今，公司的規模與 John Wagner 早年為發展家族事業而駕著貨車打拼的時期不可同日而語。他回想道：「我們在 27 年前起步時，並不知道最終能走得有多遠，但這段旅程十分精彩。」

乘客、托運公司及付運公司無不拍手贊同。

1



PORTLAND ON PARADE 波特蘭狂歡

The Port of Portland and Oregon Business hosted Cathay Pacific staff and customers at a gala dinner preceding the arrival of the first freighter of the twice-weekly service to Hong Kong. It was an extravagant evening, with more than 300 guests including customers and forwarders eager to export Oregon's sports attire, high tech and food products.

The following morning the Pacific North West's often relentless rain held off for the arrival of the inaugural Boeing 747-8F service. Governor Kate Brown said: 'More than 450,000 Oregon jobs are supported by international trade. When our businesses grow, our economy grows, offering more opportunities for all Oregonians to thrive.'

為慶祝國泰航空開辦每星期兩班來往香港及波特蘭的貨機服務，波特蘭港及俄勒岡州商業部於首航抵達前一夜舉行歡迎晚宴，接待國泰航空同事和顧客。這次盛宴共有超過300名賓客出席，包括熱切期待把俄勒岡州的運動服飾、高科技產品及食品出口的顧客及貨運代理。

翌日早上，太平洋西北地區的慣常大雨暫歇，首航的波音747-8F貨機順利降落。俄勒岡州州長Kate Brown說：「國際貿易為州內締造逾45萬個職位，當業務上升，經濟亦隨之蓬勃，帶動更多就業機會，讓所有人受惠。」

1. Port of Portland executive director Bill Wyatt and director cargo Simon Large cut the ribbon with dignitaries and customers
2. Show-stopping stuff at the gala dinner
3. Port of Portland's Bill Wyatt and Curtis Robinhold; Cathay Pacific senior vice-president, Americas Philippe LaCamp; Governor Kate Brown on board
4. Cathay Pacific cabin crew celebrate the freighter's arrival
5. Cathay Pacific's director, cargo customer solutions &

airline partnership, Americas, Margaretha Laseen and GM cargo sales and marketing Mark Sutch

6. Simon Large wearing his PDX cap with pride

1. 波特蘭港行政總裁 Bill Wyatt及貨運董事羅世民與多位重要代表及顧客一起剪綵
2. 晚宴中的精采表演
3. 波特蘭港的Bill Wyatt和Curtis Robinhold、國泰美洲高級副總裁Philippe LaCamp及州長Kate Brown在機上留影
4. 國泰航空的機艙服務員迎接貨機抵達
5. 國泰貨運美洲顧客方案及航空夥伴董事Margaretha Laseen與貨運營業及市務部總經理薩孟凱合照
6. 羅世民戴上有波特蘭標誌的帽慶祝開航

2



6



5



MEET THE ELITE 業界精英

3



4



OUR CRABS ARE USUALLY SHIPPED VIA SEATTLE SO THE FREIGHTER IS A BIG OPPORTUNITY FOR US. IT WILL ENABLE US TO EXPLORE NEW MARKETS
Hugh Link, executive director, Oregon Dungeness Crab Commission

我們的活蟹通常經西雅圖運送出口，因此這班貨機能帶來重大的商機，可以拓展新市場
 俄勒岡州珍寶蟹委員會行政總裁 Hugh Link

How did you get into the business?

I have been in the perishable logistics business for more than 30 years. I fell into it by chance after graduating. I started out in the ocean department at a freight forwarder and found it quite dull. But then someone in the air department left, I took their seat and knew at once that this was what I wanted to do for the rest of my life.

Tell me about your business

Our business is 99.9 per cent temperature sensitive – produce, fish, meat, and pharma, but the core items are fruits and vegetables. We work with producers from Mexico to British Columbia. Our head office is in California, so our peak runs from mid-April to October with the summer fruit season. It's a great niche – everyone needs to eat.

What are the challenges/opportunities?

Our biggest challenge is the weather since products, such as berries, are dependent on weather. They can't have too much water or too little water, nor can it be too hot or too cold. But when products are too delicate to travel by ocean they need to go by air. There is also a real opportunity to modernise the industry with innovation and technology. I think there are exciting times ahead.

Why Cathay Pacific Cargo?

Cathay Pacific really understands our needs and it's reliable. Also, I'm from Hong Kong so I like to do business with my home carrier. The local staff in Los Angeles are all-rounders and customer service-oriented. I can reach them 24/7. You feel comfortable dealing with people who are knowledgeable and, most importantly, accessible.

Tell me about yourself

I was born and raised in Hong Kong. I left when I was 15, and attended high school in San Francisco and university in Los Angeles. Able Freight is my family now. I get emotional when I

Orlando Wong
黃國輝

CEO, Able Freight 行政總裁



think about the team that has helped to build such a dynamic business and respectable brand in the perishable logistic industry. They should all be proud – 'always fresh and always Able'.

你是如何入行的？

我大學畢業後偶然進入鮮貨運輸業，至今超過30年。我起先在一間貨運代理公司的船運部工作，但覺得工作沉悶，剛巧空運部有空缺，我於是補上，隨即知道這便是我餘生希望從事的工作。

可否談談你們的業務情況？

我們的業務絕大部分是處理須嚴控溫度的貨物，包括農產品、魚類、肉類及藥品，而最主要的是水果和蔬菜，這些產品有來自墨西哥以至加拿大卑詩省的生產商。公司總部位於加州，夏季水果當造的4月中到10月是業務高峰期。水果的市場很龐大，因為人人都要吃嘛。

工作有什麼挑戰或機遇？

我們運送的產品如莓果等，產量很受天氣影響，不能太潮濕或太乾燥，又不能過熱或過冷，因此天氣是我們最大的挑戰。這些產品非常容易腐壞，不能靠船運送，只能以飛機空運。這亦是借助創新科技，加速業界現代化的好機會。我對行業的未來充滿期待。

為何選擇國泰貨運？

國泰完全明白我們的需要，而且非常可靠。況且我自己來自香港，當然樂意與老家的空運公司合作。國泰在洛杉磯的本地員工都八面玲瓏，以客為本，隨時候命。能夠與熟悉運作的人共事感覺很安心，重點是他們都平易近人。

可否介紹一下自己？

我在香港出生和長大，15歲時離開到三藩市讀高中，然後在洛杉磯讀大學。現在我視Able Freight為家，每當想到自己與工作團隊，一起努力在鮮貨運輸業建立了這家充滿活力而聲譽良好的公司，我便深深為之感動。「運送鮮貨，從沒失手」，他們都應該感到自豪。



DIRECTORY 索引

The directory this issue introduces the local management team for Cathay Pacific Cargo across the US, Canada and Latin America

本期索引介紹國泰貨運在

美國、加拿大及拉丁

美洲的區域經理



AMERICAS 美洲
Fred Ruggiero
Vice-president cargo
貨運副總裁
frederick_ruggiero@cathaypacific.com



ANCHORAGE 安克雷奇
Kevin Miller
Cargo manager, Anchorage
安克雷奇貨運經理
kevin_miller@cathaypacific.com



VANCOUVER 溫哥華
Bruce Spencer
Cargo manager, Western Canada
加拿大西部貨運經理
bruce_spencer@cathaypacific.com



AMERICAS 美洲
Margaretha Laseen
Director, cargo customer solutions & airline partnerships
貨運顧客方案及航空夥伴董事
margaretha_laseen@cathaypacific.com



PORTLAND 波特蘭
Patrick Or
Cargo manager, Pacific Northwest US
美國太平洋西北部貨運經理
patrick_or@cathaypacific.com



AMERICAS 美洲
Hernan Papagno
Director cargo services, Americas
美洲貨運服務董事
hernan_papagno@cathaypacific.com



GUADALAJARA 瓜達拉哈拉 / MEXICO CITY 墨西哥城
Fernando Dragonne
Cargo manager, Mexico
墨西哥貨運經理
Fdragonne@sacsabiz



MIAMI 邁阿密
Camilo Gallo
Cargo manager, Florida & Latin America
佛羅里達州及拉丁美洲貨運經理
camilo_gallo@cathaypacific.com

located in Asia to feed China's huge demand for quality perishables and new products.

效益。我們在2015年開始與一名總代理合作，並於同年11月2日開出首張貨運提單付運厘子，該提單現裝裱懸於辦公室牆上。現在我們的業務比當時上升了500%。

工作上有何挑戰與機遇？

我們佔了地利，直通亞洲，因此能滿足中國對優質鮮貨和新產品的龐大需求，這便是我們最大的機遇。

公餘有何嗜好？

我是足球迷，我指的是傳統足球。我以往經常下場作賽，但現在要忙於照顧兩名小孩，兩歲的Milo及九個月的Valentina，所以只能觀戰，望梅止渴。皇家馬德里有史以來的最佳球員迪史提芬奴以往曾效力我家鄉的波哥大百萬富翁隊，之後才移居西班牙。可想而知，我是皇家馬德里的超級粉絲。

TELL ME ABOUT YOURSELF

I've been in the industry for 10 years, but have been in this role for three. My team have been developing the Latin American market. Our goal is not only to feed Miami, but the network from any station with open capacity – in the US or Europe. Creating synergies with key Latin American interline partners is central to this. We started working with a GSA in 2015 and our first air waybill went on 2 November that year. It's framed on the wall. It was a shipment of cherries, but since the business has grown more than 500 per cent.

CHALLENGES AND OPPORTUNITIES

The biggest opportunity is that we are well

WHAT DO YOU DO IN YOUR SPARE TIME?

I'm a proper football – or soccer – fan. I used to play a lot, but I have my hands tied with two kids – two year-old Milo and nine month-old Valentina – so now I just watch. The best player that Real Madrid ever had, Alfredo di Stefano, played for my local team Millonarios of Bogota, but then moved to Spain. It means I'm a huge Real Madrid fan.

請介紹自己。

我加入貨運業十年，出任現職三年。我的團隊一直負責開拓拉丁美洲市場，目標不但是滿足邁阿密的貨運需求，更要在美國或歐洲中任何有充足承載量的貨站組成送運網絡，當中關鍵是與拉丁美洲的聯航夥伴建立協同



CALGARY 卡爾加里
Keith Stanley
 Cargo manager, Central Canada
 加拿大中部貨運經理
 keith_stanley@cathaypacific.com



TORONTO 多倫多
Anderson Yeung
 Cargo manager, Eastern Canada
 加拿大東部貨運經理
 anderson_yeung@cathaypacific.com



BOSTON 波士頓
Judi Gillespie
 Account manager, cargo sales
 客戶經理
 judi_gillespie@cathaypacific.com



NEW YORK 紐約
James Zhang 張琦
 Cargo manager, Northeast US
 美國東北部貨運經理
 james_zhang@cathaypacific.com



CHICAGO 芝加哥
Jennifer Briggs
 Cargo manager, Midwest US
 美國中西部貨運經理
 jennifer_briggs@cathaypacific.com



ATLANTA 亞特蘭大
Mark Okada
 Cargo manager, Southeast US
 美國東南部貨運經理
 mark_okada@cathaypacific.com



DALLAS 達拉斯
Joshua Floistad
 Cargo manager, South-central US
 美國中南部貨運經理
 joshua_floistad@cathaypacific.com



HOUSTON 休士頓
Jessica Orme
 Account manager, cargo sales
 客戶經理
 jessica_orme@cathaypacific.com



LOS ANGELES 洛杉磯
Ringo Sin 冼偉濠
 Cargo manager, Western US
 美國西部貨運經理
 ringo_sin@cathaypacific.com



SAN FRANCISCO 三藩市
Eleanor Chiang 蔣馨儀
 Account manager, cargo sales
 客戶經理
 eleanor_chiang@cathaypacific.com

ONE BRAND, ONE VISION 統一品牌 連繫無間

The rebranding of Dragonair to Cathay Dragon brings two airlines, Cathay Pacific and Cathay Dragon, closer together – offering customers one seamless brand experience.

From 21 November 2016, **dragonaircargo.com**, together with all cargo information, shipment enquiries, flight schedules and other functions were centralised under **cathaypacificcargo.com**.

Customers can expect the same high standards of e-services, product information and cargo news, all readily available on one website: **cathaypacificcargo.com**.

港龍航空重塑品牌為國泰港龍航空，將國泰航空與國泰港龍航空緊密結合，為客戶提供連繫無間的品牌體驗。

由2016年11月21日起，**dragonaircargo.com**連同所有貨運資訊、付運查詢、航班時間表及其他功能，會整合至**cathaypacificcargo.com**集中處理。

一如既往，客戶可透過**cathaypacificcargo.com**獲得優質的電子服務、產品資訊及貨運消息。



CATHAY PACIFIC GROUP NETWORK

國泰集團 航線網絡

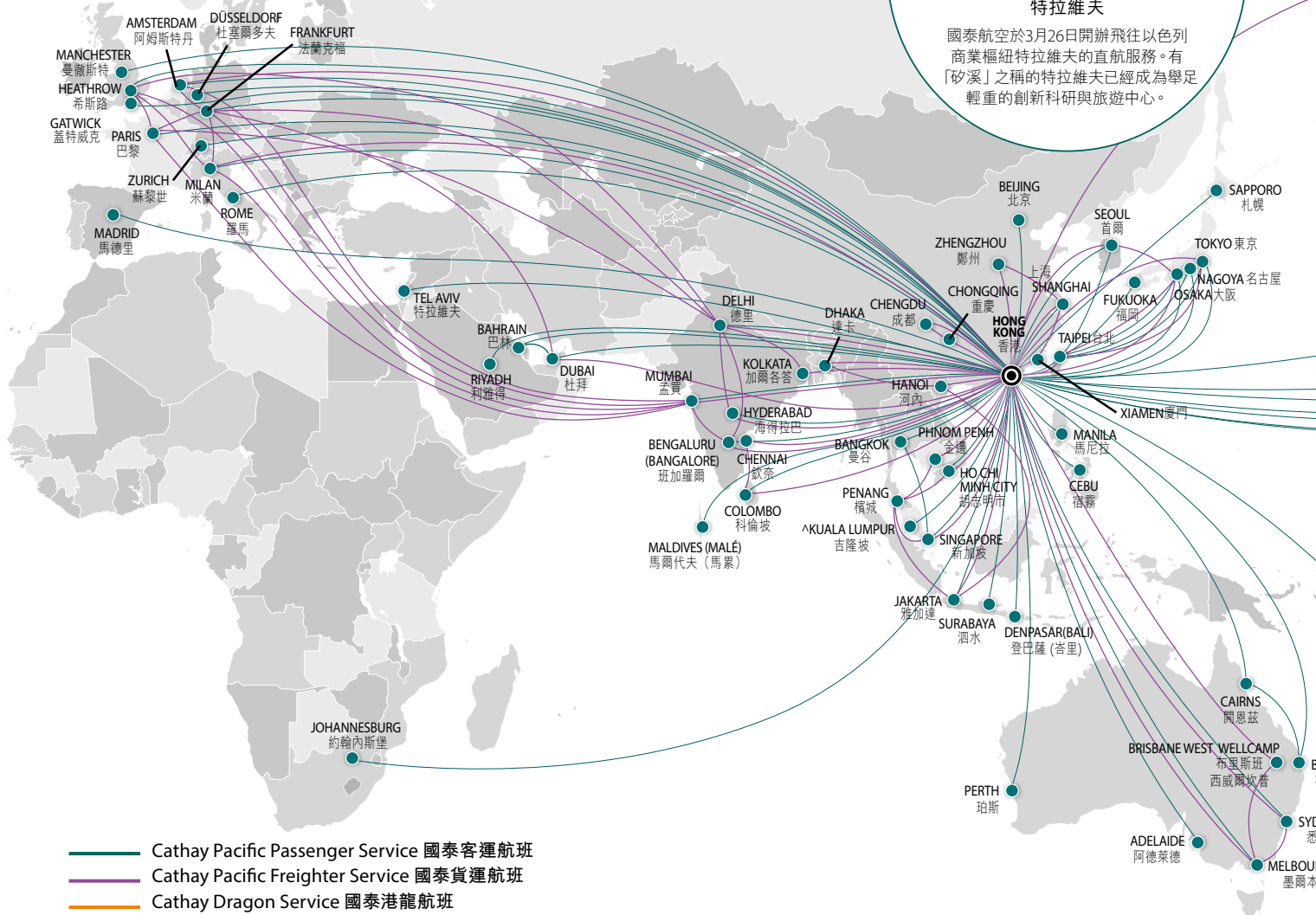


TEL AVIV

On March 26, Cathay Pacific begins a new service to Israel's commercial hub, Tel Aviv. The so-called Silicon Wadi has become a major centre of technological innovation and research as well as tourism.

特拉維夫

國泰航空於3月26日開辦飛往以色列商業樞紐特拉維夫的直航服務。有「矽溪」之稱的特拉維夫已經成為舉足輕重的創新科研與旅遊中心。



- Cathay Pacific Passenger Service 國泰客運航班
- Cathay Pacific Freightier Service 國泰貨運航班
- Cathay Dragon Service 國泰港龍航班

Technical stop only 技術性停站

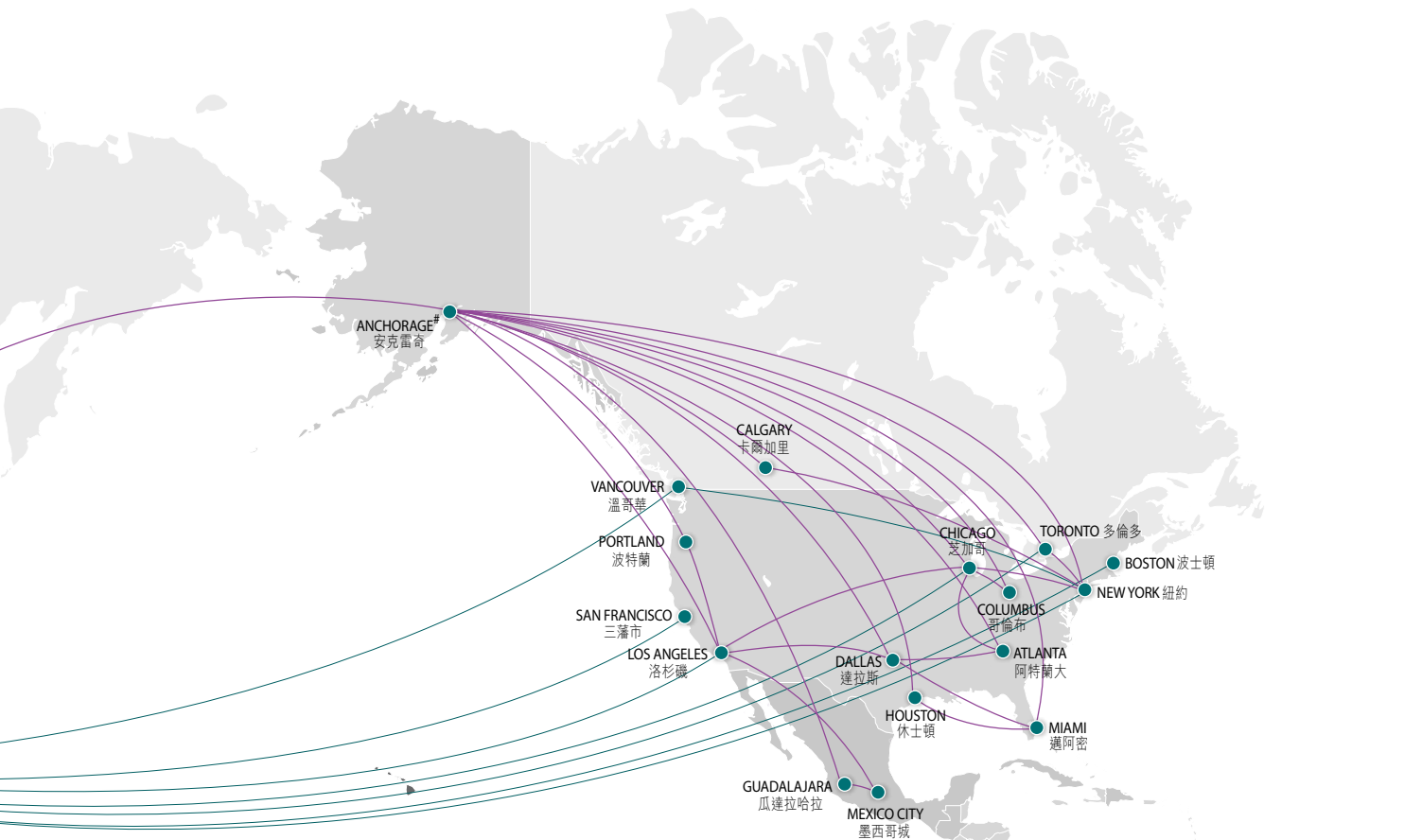
* No cargo uplift service 不提供貨運服務

^ Flights will be operated by Cathay Dragon with effect from March 2017
於2017年3月，航班將由國泰港龍航空營運

Information correct at time of printing. Please check the latest availability of service on

www.cathaypacificcargo.com

所有資料以編印時為準，如欲查詢最新資料，請登入www.cathaypacificcargo.com



CATHAY DRAGON NETWORK 國泰港龍航線網絡

