

CARGO CLAN

QUARTER ONE 2014

Mexico strategy

Planned hub between
Asia and South America

墨西哥發展策略

向南美進發 建空運樞紐



Flies to

90

destinations

飛往逾90個航點

NEW ROUTES

Doha & Columbus
added to network

開拓領域

新增航線：多哈和哥倫布



PRIDE OF THE FLEET

Aircraft deliveries
improve capacity

優化機隊

更強陣容 提升運力





Smart moves in a tough industry

以睿智克服困難

Cathay Pacific's recently released annual report underlines how well managed the airline is, recording an attributable profit of HK\$2,620 million for 2013, an improvement of 204 percent on the previous year, despite high fuel prices and a patchy global economy.

The air-cargo business continued to be affected by strong competition and weak demand, but strategic management adjusted capacity in line with demand and more cargo was carried in the bellies of passenger aircraft to reduce costs.

I would like to thank all our customers for their support and would like to remind you that despite the uncertain times, Cathay Pacific has continued to invest in new aircraft (see the story about our fleet on page 3) and the new Cathay Pacific Cargo Terminal at Hong Kong International Airport (see page 6) will improve efficiency and reduce costs in the long term.

We have also continued to expand the network: Mexico City and Columbus, Ohio, are the latest freighter routes and the passenger service to Doha provides belly capacity. The Mexico City and Guadalajara services are part of an exciting strategy to open up the Latin American market (see page 12).

We are working harder and smarter than ever and are confident we are well positioned to take advantage of an upturn. Here's hoping it occurs soon!

國泰航空近期公佈的年度業績報告體現了公司的優質管理；在燃油價格高企、環球經濟仍未全面復蘇的情況下，國泰於2013年錄得應佔溢利26.2億港元，較去年增長了204%。

受到市場競爭激烈和需求疲弱影響，航空貨運業務持續受壓。國泰貨運因時制宜，因應需求調整運力，並增加利用客機機腹運載貨物，以節省成本。

在此，我衷心感謝每一位客戶對國泰的支持，並借此機會再次告訴大家，無論市場高低起伏，國泰會繼續投資購入新飛機（請閱第三頁有關國泰機隊的內容），而長遠來說，位於香港國際機場的國泰航空貨運站亦有助提高效率及降低成本（請閱第6頁）。

此外，我們亦繼續擴展貨運網絡。除了墨西哥城及美國俄亥俄州哥倫布兩條全新貨運航線，往返多哈的客機亦可提供機腹載貨空間。開辦墨西哥城和瓜達拉哈拉貨運服務，是我們開拓拉丁美洲市場的重要策略（請閱第12頁）。

我們會繼續精益求精，為服務客戶付出更大努力和更多心思。國泰具備各種有利條件，有信心在市況好轉時搶佔先機。期望這一天很快到來！

James Woodrow
Director Cargo
國泰貨運董事章靖

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By Leo Williams

Pride of the fleet

現代機群

Clear skies, clear vision: anticipating the needs of the worldwide airfreight business is of vital importance to Cathay Pacific

天清氣朗，視野清晰：對國泰來說，能準確預測全球對空運業的需求十分重要

Recent freighter purchases have modernised and expanded Cathay Pacific Cargo's fleet. Now, pinpointing the right strategy is key to the future

國泰貨運近期增購航機，使機隊更現代化，規模更龐大，並釐定策略，昂首未來

JAMES WOODROW, Cathay Pacific Director Cargo, couldn't be much happier with the shape of the cargo fleet: It is now one of the world's most modern, following recent purchases and deliveries.

"With the recent purchase of a 14th B747-8F, Cathay Pacific will have an incredibly fuel-efficient and modern fleet of 21 freighters by 2016," he says. By that time, the fleet will comprise 14 B747-8Fs, six B747-400 ERFs and one B747-400 BCF (on lease until 2018).

The belly space of passenger aircraft also plays an important role in complementing the freighter network, and the Cathay Pacific passenger network is expanding, with the airline scheduled to take delivery of more B777-300ERs, A330-300s and then A350-900s and 1000s and, finally, B777-9Xs.

"All our passenger planes have excellent belly capacity and our belly network expands in frequency and to new destinations year by year. Our six B747-400 production freighters have been sold to Boeing – one in 2014, one in 2015 and four in 2016," James says, referring to a trade-in deal struck last year.

In December, Cathay Pacific took delivery of five new aircraft in 18 days – the last three B747-8Fs in the current order, as well as two B777-300ERs. The delivery set a record for the most Cathay Pacific deliveries in a single month and also for the most wide-body jets delivered by Boeing to an Asian carrier in the same period.

James refers to the fuel-efficient, high-capacity B747-8Fs specifically when speaking of the Cathay Pacific strategy for the most efficient deployment of the freighters.

"The B747-8F is the ideal aircraft

國

泰航空貨運董事韋靖對貨運機隊的發展深感滿意。隨著國泰近期增購的航機陸續付運，國泰貨運機隊現已成為全球最現代化的機隊之一。

「連同國泰最近增購第14架波音747-8F型貨機，至2016年，國泰將有21架貨機，是一支具備高度燃料效益的現代化機隊。」他說。屆時，國泰機隊將有14架B747-8F型貨機、六架B747-400 ERF延程貨機及一架B747-400 BCF改裝貨機（租賃期至2018年）。

客機的機腹載貨空間在國泰的貨運網絡中也擔當著重要角色。韋靖說，未來將有更多B777-300ER延程、A330-300、A350-900、A350-1000及B777-9X型等客機陸續付運，機腹運力網絡正不斷拓展。

韋靖提及國泰去年與波音公司達成的回購協議，並表示：「所有國泰客機的機腹載貨量甚高，而機腹運力網絡的班次及新航點亦逐年遞增。我們有六架B747-400貨機將陸續回售予波音公司，一架於2014年退役，下一架則是2015年，而其餘四架則將於2016年回售波音。」



for the transpacific routing," he says. "Cathay Pacific has good demand – not only from Hong Kong but also from China – transpacific. We can therefore use the full capacity of the B747-8Fs."

When James took the Director's post last September he told *Cargo Clan* that the new passenger aircraft and their increased belly capacity were a part of the fleet's overall strategy: "Every new B777 or A-330 that comes online, that's another mini-freighter and that will continue to expand our network, both long-haul and intra-Asia."

The proportion of belly to freighter capacity is reflected in this strategy. "Fifty percent of FTK [freight tonne kilometres] was on passenger belly and 50 percent on freighters for 2012," James says. "Tonnage-wise, the majority was carried in the passenger belly – 56 percent versus 44 percent in freighters."

But success does not come via

the fleet's prowess alone; plotting their direction is what keeps Cathay Pacific's cargo sector ahead of the curve. And at a time when the industry is suffering from overcapacity and low demand, when entire regions have slowed following the 2008 global economic crisis, the planning that goes into where these new aircraft are deployed is crucial for future success at Cathay Pacific.

"Cathay Pacific is very much looking to match supply with demand," James says. Strategic moves can be seen in the decision to start new services to Guadalajara (GDL) and Mexico City (MEX), for example, and to add frequencies to Hanoi.

James says the Guadalajara and Mexico City route has just started. "Looking for new routes is a constant and continuous challenge and we continue to study further new destinations. We will also, where necessary, reduce individual

freighter frequencies when demand is particularly low."

James is keen to emphasise just how important cargo is to the airline and also how crucial it is for Hong Kong to keep its position as a cargo hub. "Hong Kong remains the biggest cargo hub in the world, and Cathay Pacific is the home carrier," he says. "Cargo is vital to both Hong Kong and Cathay Pacific. The cargo carried in our passenger belly makes a significant contribution to the profitability of the passenger flights."

The renewing of aircraft is naturally taking place across the entire fleet, both cargo and passenger. Following the delivery of five new Boeings in December, Cathay Pacific operates a fleet of 140 wide-body aircraft. The new B777-9Xs are due in 2021 and will fly more quietly and with 20 percent lower fuel consumption, compared with older planes.



Cathay Pacific Cargo's expanding freighter network, and the belly capacity of the airline's passenger aircraft, are crucial to Hong Kong retaining its status as Asia's pre-eminent airfreight hub

國泰貨運除了不斷拓展貨機網絡，更提升客機機腹載貨量，這些策略都是鞏固香港保持其亞洲空運樞紐卓越地位的關鍵



去年12月，國泰只花18天便接收了五架新飛機，包括現時訂單內最後三架B747-8F型貨機及兩架B777-300ER客機，是國泰接收飛機數目之最，也打破了波音在同一時期向亞洲航空公司交付最多廣體飛機的紀錄。

韋靖表示，國泰航空調度貨機以發揮最大效益的策略時，特別提及燃料效益及運載力俱高的B747-8F型貨機。「B747-8F型貨機是跨太平洋航線的最佳航機。香港及內地對國泰航空的服務需求殷切，跨太平洋航線大有可為，因此我們可以充份使用B747-8F型貨機的運載力。」他說。

韋靖去年9月出任貨運董事時對《Cargo Clan》雜誌表示，新客機的新增機腹載貨空間是整體貨運策略的一部分：「每一架新增的B777客機或A330空中巴士，本身亦可當一架迷你貨機使用，這樣，它們便可不斷拓展國泰長途航班及亞洲區內的貨運網絡。」

客機機腹載貨空間與貨機所佔比例亦反映了這個策略的成效。「2012年，貨物噸千米

數有一半由客機機腹付運，另一半由貨機運載。」韋靖說。「按總噸數計算的話，由客機機腹載貨佔多數，有56個百分點，而貨機則佔44個百分點。」

不過，貨運的成功不僅靠機隊的強大運力，國泰貨運之所以在業界遙遙領先，乃在於規劃航線有道。現時貨運業仍然面對運力過剩、供過於求的情況，所有地區自2008年全球金融危機後，增長持續放緩，因此國泰必須策劃周詳，調配新購航機前往合適航點，確保將來的成功。

「國泰一直致力於平衡供求。」韋靖說。國泰採取的策略步驟是開辦新航線到瓜達拉哈拉及墨西哥城，並增加飛往河內的班次。

韋靖透露，瓜達拉哈拉及墨西哥城的航點剛剛開設。「開拓新航線是必須面對的持續挑戰。我們將不斷研究開拓更多新航點。當需

求過低時，我們也會因應情況減少個別貨機的班次。」

韋靖強調，貨運是國泰航空的命脈之一，而香港必須維持其貨運樞紐地位。「香港仍然是全球最大的貨運樞紐，而國泰是以香港為家的航空公司。」他說。「因此，貨運對香港和國泰都極其重要，客機機腹的貨運服務大大提升了客機的盈利。」

更新國泰機隊自然是整體機隊、貨運及客運的發展策略。隨著去年12月五架波音新航機付運，國泰現擁有140架廣體飛機。由2021年開始，全新B777-9X型航機將會陸續付運，相較舊機，新航機航行時更寧靜，耗用燃油更節省兩成。CC

Cathay Pacific Cargo Terminal Grand Opening Ceremony
國泰航空貨運站開幕典禮



Commitment to excellence

追求卓越

By Leo Williams

The new Cathay Pacific Cargo Terminal represents an enduring and heartfelt relationship with Asia's premier city
全新國泰航空貨運站象徵了國泰與香港的深厚關係

THE GRAND opening of the Cathay Pacific Cargo Terminal (CPCT) on 17 February marks an investment in Hong Kong's future that signifies the airline's symbiotic growth with the city.

From a phased opening one year ago through to full operations in October, and the move by the Cathay Pacific Cargo Hub team from its old offices in SuperTerminal 1, the massive HK\$5.9 billion facility has not disappointed with its advanced technology and enhanced workflow capabilities. The terminal will also be a common-use facility open to all airline customers.

The boost in cargo capacity that will help cement the city's importance as the premium cargo hub in Asia, as well as the sharp boost to short- and long-term employment in Hong Kong from the facility's creation and continued operation, are demonstrative of the airline's commitment to the city – and the city's faith in its flagship

carrier to continue striving for growth and excellence.

"Hong Kong now has three cargo terminals, which increases the cargo capacity in Hong Kong to over 7 million tonnes," says Cathay Pacific's Director Cargo, James Woodrow. "This will allow Hong Kong air cargo to continue to expand over the coming years."

Cathay Pacific's air cargo was previously handled by the Hactl terminal at Hong Kong International Airport (HKIA). "Hactl is a world-class facility," says James. "Our aim with CPCT is to surpass Hactl's already industry-leading service standards. We have invested HK\$5.9 billion in order to make that happen, including cutting-edge technology at the heart of CPCT."

The vital role that the terminal will play to Hong Kong's growth has been recognised. In his 2014 Policy Address, the Chief Executive of Hong Kong SAR C.Y. Leung noted that in terms of air cargo Hong Kong International Airport has been the

world's busiest international cargo airport in the past decade.

"In the first 11 months of 2013, the HKIA handled 3.7 million tonnes of cargo, an increase of 2.6 percent over the same period in 2012," he stated. "In addition, following the full operation of the third air cargo terminal [CPCT] last October, the overall cargo handling capacity of HKIA has increased by 2.6 million tonnes, further strengthening Hong Kong's position as an international and regional logistics centre. The Government will continue to improve port facilities and enhance the efficiency of port operations, thereby seizing the opportunities brought by the growth of trade in the Mainland and Asia."

His words were welcomed by then Cathay Pacific Chief Executive John Slosar, who is now Chairman of the company. "We are very encouraged by the Government's acknowledgement that the full operation of the



Cathay Pacific's John Slosar shows the Chief Executive of Hong Kong SAR C.Y. Leung, the terminal before the official opening (left and above)

在開幕典禮前，國泰的史樂山連同香港特別行政區行政長官梁振英參觀國泰航空貨運站（左圖及上圖）



國泰航空貨運站於2月17日舉行了盛大的開幕典禮，見證著國泰航空繼續跟香港攜手前行，共創未來。

新貨運站在一年前已逐步投入服務，並於去年10月正式全面運作；與此同時，國泰貨運團隊也由超級一號貨站的舊辦公室遷往新貨運站。新貨運站耗資達59億港元建成，並配備多項先進科技和優化工作流程的設施，投入服務以來一直不負眾望。新貨運站更會開放服務予其他航空公司客戶。

新貨運站不單可以提升香港空運的處理貨物能力，有助鞏固香港作為亞洲空運樞紐的領導地位，其興建和營運更提升了香港的短期及長期就業率，體現國泰對香港發展的承擔，亦證明了香港對國泰這間本地旗艦航空公司不斷發展、精益求精的信任。

國泰航空有限公司貨運董事韋靖表示：「隨著第三個空運貨站投入服務，香港空運的吞吐量也上升至超過700萬噸，香港空運業未來數年也因此可以繼續全力發展。」

國泰貨運以往由香港空運貨站（Hactl）處理。韋靖說：「香港空運貨站的設施已達國際級水平，服務水準一直傲視同儕，我們期望國泰航空貨運站能夠超越這個水平。為了達到這個目標，我們投資了59億港元，並為新貨運站引入最先進的科技。」

新貨運站對香港的發展舉足輕重，在2014年的施政報告中，香港特別行政區行政長官

梁振英指出，香港國際機場在過去10年一直是全球最繁忙的國際貨運機場。

梁振英在發表施政報告時表示：「去年（2013年）首11個月，機場的貨運量為370萬公噸，較2012年同期上升2.6%。另外，隨著第三個機場空運貨站（國泰航空貨運站）於去年10月全面投入服務，機場的整體貨物處理能力提升了260萬公噸，進一步鞏固香港作為國際及區域物流中心的地位。政府會繼續改善

港口設施、提升港口的運作效率，把握內地及亞洲貿易增長為物流和航運業帶來的機遇。」

國泰航空公司時任行政總裁史樂山（現任主席）對特首這番談話感到欣喜，他說，「政府在施政報告中表示認同，國泰航空貨運站全面投入服務，有助鞏固香港作為國際及區域作為物流中心的地位，對此我們感到非常鼓舞。我們亦樂見政府將繼續改善設施，以把握內地及亞洲貿易增長帶來的機遇。」



The new facility represents opportunities not only for Hong Kong's flagship carrier, but also other airlines and customers in the logistics sector

新貨運站不僅象徵香港本地旗艦航空公司在物流業的機遇，也有助其他航空公司及顧客在業界的發展。

The **new terminal** provides opportunities for
flexible logistics solutions to the whole industry
新貨運站為整個業界提供**靈活富彈性的物流方案**

Cathay Pacific Cargo Terminal has helped to reinforce Hong Kong's position as an international and regional logistics centre. We are pleased that the Government will continue to improve facilities to capture the opportunities brought by the growth of trade with the Mainland and Asia as a whole."

In terms of boosting employment, the terminal has already borne fruit, notes Algernon Yau, Chief Executive of the airline's wholly-owned subsidiary, Cathay Pacific Services Limited (CPSL). "Now we have about 1,800 people for operations, of which 1,200 are from sub-contractors and 600 are our staff in Cathay Pacific Services Ltd."

Algernon says the new terminal has not only introduced a world-class facility to Cathay Pacific's home airport, but more importantly provides

opportunities for tailored service experiences and flexible logistics solutions to the whole industry. "It is vital to sustain the competitiveness of Hong Kong International Airport as a cargo hub, particularly with keen competition from other airports in the region," he says.

CPSL Chief Operating Officer Kevin Ko says the grand opening is a chance to showcase the technologies in place. "For example, customers no longer need to spend hours queuing up for a truck dock as they can pre-book a time-slot and have their cargo ready for collection in a few keystrokes with our Web-based agent portal."

CPSL designed, constructed and operates the common air cargo facility in Hong Kong, serving all airlines operating at the Hong Kong International Airport.

新貨運站的出現，在增加就業機會方面已見成果，國泰航空全資附屬公司國泰航空服務有限公司行政總裁丘應樺指出：「新貨運現時亦聘用1,800人負責日常運作，當中1,200人是外判員工，600人是國泰航空服務有限公司的僱員。」

丘應樺說，新貨運站不單為國泰扎根的香港帶來世界級機場設施，更為整個業界提供度身訂造服務和靈活富彈性的物流方案。

他認為：「區內各個機場競爭非常激烈，我們必須保持香港國際機場作為空運樞紐的優勢。」

國泰航空服務有限公司常務總裁高繼維指出，開幕典禮是展示新貨運站如何應用先進科技的好機會。他表示：「舉個例子，透過我們的網上平台，客戶只需按幾下滑鼠便可以預定收貨時間，無須花數小時排隊輪候。」

國泰航空服務有限公司負責設計、興建及營運新貨運站，服務所有於香港國際機場營運的航空公司。CC



Whether it's hands-on or high tech, the Cathay Pacific Cargo Terminal promises to streamline handling processes across the board

國泰新貨運站全面優化工作流程，不管是人手工序，還是高科技操作環節，均照顧周到

Go West
開發西部

Columbus, Ohio has joined the Cathay Pacific Cargo freighter network, signalling new opportunities for shippers

國泰貨運網絡新增俄亥俄州哥倫布航點，為付貨人提供新商機

CATHAY PACIFIC'S freighter service to the United States' heartland, the Mid West, has been boosted with the addition of Columbus, Ohio, to the network.

Columbus will be Cathay Pacific's 12th freighter destination in North America and the twice-weekly service started on 21 March.

A major business centre, Ohio's economy encompasses defence, aviation, steel, technology and food.

The new service offers shippers more choice and flexibility to move commodities between Asia and North America. At the Hong Kong hub, the fully operational, state-of-the-art Cathay Pacific Cargo Terminal further

improves onward connections with Cathay Pacific's extensive international cargo network.

"Cathay Pacific is delighted to further strengthen our industry-leading, trans-Pacific service by adding Columbus to our network," says Cathay Pacific Director Cargo James Woodrow. "Our 13 Boeing 747-8F freighters are the ideal aircraft to link Hong Kong with the Americas giving a reliable and fuel-efficient service to our customers."

Cathay Pacific will operate the Columbus service on a Hong Kong – Anchorage – Columbus – New York – Vancouver – Hong Kong routing every Wednesday and Friday, using its newest and biggest freighter, the B747-8F.

Shippers in Columbus (above) and beyond now have a fast, reliable link to the Far East

哥倫布市（上圖）及鄰近地區的付貨人現在可獲得更快捷可靠的貨運服務，以連接遠東地區



泰航空網絡新增美國俄亥俄州哥倫布市貨運航點，進一步加強在美國中西部的貨運服務。

哥倫布市是國泰航空在北美洲的第12個貨運航點。由3月21日起，每星期兩班的貨運服務已展開運作。

俄亥俄州是美國的主要商業中心，其經濟領域多元化，涵蓋國防、航空、鋼鐵、科技及食物等行業。

全新的貨運服務令付貨人可以有更多及更靈活的選擇，運送貨物往來亞洲及北美洲。加上位於香港樞紐、設施先進的國泰航空貨運站已全面投入運作，令連接國泰環球貨運網絡的轉運效率進一步提高。

國泰貨運董事章靖表示：「國泰航空很高興開辦哥倫布貨運服務，進一步加強我們在業內首屈一指的跨太平洋貨運服務。國泰旗下擁有13架波音747-8F型號貨機，最適宜運作連接香港及美洲的航線，為客戶提供可靠高效的服務。」

哥倫布貨運服務航線為香港 – 安克雷奇 – 哥倫布 – 紐約 – 溫哥華 – 香港，逢周三及周五運作，將以國泰最新、最大的B747-8F貨機營運。CC

HONG KONG (HKG) – ANCHORAGE (ANC) – COLUMBUS (LCK) – NEW YORK (JFK) – VANCOUVER (YVR) – HONG KONG (HKG)

香港 (HKG) – 安克雷奇 (ANC) – 哥倫布 (LCK) – 紐約 (JFK) – 溫哥華 (YVR) – 香港 (HKG)

Flight No. 航班編號	Routing 航線	Departure 出發時間	Arrive 抵達時間	Stopover 中途停站	Day of the week 運作日期
CX094	HKG – LCK	13:00	17:50	ANC*	Wed, Fri 周三、周五
CX095	LCK – HKG	19:20	02:20+1	JFK, YVR	Wed, Fri 周三、周五

*Technical stop only 技術性停站

By Leo Williams

Like many Middle Eastern countries, demand for imported goods is high in Qatar

包括卡塔爾在內的許多
中東國家都仰賴進口商品



Cathay Pacific's Ashish Kapur says the Doha route opens up connectivity

國泰航空的
Ashish Kapur
表示多哈航線促進了
飛航網絡連結

GOODS OF DESIRE 主要進出口商品

Hong Kong's imports from Qatar:
香港從卡塔爾進口的產品:

Petroleum oils and polymers of ethylene in primary forms.
石油和初級狀態的乙烯聚合物。

Hong Kong's exports to Qatar:
香港出口至卡塔爾的產品:

Telecoms equipment and parts, engines, motors and parts, and jewellery.
電訊設備及其零件、引擎、馬達及其零件以及珠寶。

Source 資料來源: HKTC 香港貿易發展局

Doha debut 首航多哈

The new Cathay Pacific passenger service to Qatar is a big step in expanding the Middle Eastern cargo market
國泰開辦卡塔爾客運航線，進一步拓展中東貨運契機

CATHAY PACIFIC Airways and Qatar Airways, members of the oneworld alliance, have announced a strategic agreement on services operated by both airlines between Hong Kong and Doha, effective 30 March 2014. Ashish Kapur, Regional Cargo Manager South Asia, Middle East and Africa, says.

"Doha will open up connectivity to other Middle East countries and regions such as Kuwait, Egypt and North Africa with interline arrangements," said Ashish. "We may not see full passenger capacity to begin with, so belly capacity might rise to say 13 or 14 tonnes. We are planning to start with the old airport, which is Doha International Airport, and in due course we will move to the new airport, which is Hamad International Airport."

The Qatar Aviation Services warehouse at DOH is a massive 21,000 square

metres, with a capacity of 400,000 tonnes a year, but has been running at overcapacity since 2012, according to the country's Air Transport and Airport Affairs Department. Greater cargo capacity will be welcomed at the new airport, expected to open this summer.

Doha is thirsty for China's goods and consumables, for which Hong Kong provides the perfect gateway.

"There's good demand for pharmaceuticals, electronics, oil and gas equipment and, of course, perishables," said Ashish, who anticipates fashion goods and electronics originating from the Pearl River Delta and China to be the growth markets that fuel the route's success.

Schedule for Hong Kong (HKG) – Doha (DOH) from 30 March 2014
香港(HKG)–多哈(DOH)航線時間表如下 (2014年3月30日開始)

Flight No. 航班編號	Routing 航線	Depart 啟程時間	Arrive 抵達時間	DAY OF THE WEEK 運作日子
CX645	HKG-DOH	18:40	22:50	Daily 每日
CX640	DOH-HKG	01:45	14:40	Daily 每日



為「寰宇一家」成員的國泰航空及卡塔爾航空公佈，雙方就營運往來香港 – 多哈的航線達成策略協議，由今年3月30日起生效。國泰貨運南亞、中東及非洲地區貨運經理Ashish Kapur表示，此舉有助公司發展中東及北非的主要市場。

Ashish說：「多哈將開拓與其他中東國家及地區的連接網絡，包括科威特、埃及與北非等聯程安排。航線啟航初期客運量可能未如理想，因此機腹載重量可能會相應增加至13或14公噸。我們計劃先用舊機場，即多哈國際機場，適當時候才使用新的哈馬德國際機場。」

根據該空中運輸及機場事務部的資料，卡塔爾航空服務公司在多哈國際機場擁有龐大的貨倉面積達21,000平方米，每年運力達40萬公噸，但自2012年起貨倉已超負荷運載。新機場預計於今夏啟用，屆時倉儲量將大幅增加。

多哈對中國貨品及消費品需求殷切，而香港正是通往中國的理想門戶。他說：「當地對藥物、電子產品、石油及天然氣設備的需求殷切，當然還包括鮮活貨物。」他預計市場對時尚產品及來自珠三角或中國各地電子產品的需求將成為促使此航線成功的契機。CC

By Leo Williams

Dubai daily 迪拜新運力

New airport, new opportunities for Cathay Pacific's United Arab Emirates freight link

新機場有助國泰航空加強在阿聯酋的貨運聯繫

A **SHIFT IN** Cathay Pacific Cargo's freighter service to Dubai World Central – Al Maktoum International Airport (DWC) will provide a boost for the daily service, says Brian Yuen, Country Manager UAE and Qatar.

Despite the fact that DWC is about an hour from the heart of the city itself, the airport is close to Jebel Ali, which is a major industrial area and port, Brian says.

From February, Cathay Pacific Cargo has operated seven 747 freighter services a week from DWC. The airline's 14 weekly passenger flights will remain at Dubai International Airport (DXB).

"With a dual operation from DWC and DXB, we will have a wider catchment area to reach out to forwarders and shippers," Brian explained.

Jebel Ali accounts for more than 50 percent of Dubai's total exports, 25 percent of the emirate's GDP and 20 percent of all FDI (foreign direct investment) inflows

Brian Yuen sees the move to DWC (above) as a major opportunity

袁詠霖認為貨運部門遷往 DWC 機場（上圖）可把握大好商機

into the UAE, according to the Hong Kong Trade and Development Council.

Brian also points out that DWC is a new airport and much less congested in comparison with DXB, and that this factor alone will enable Cathay Pacific to maintain its high level of service standards to customers. According to Dubai Airports, DWC will have a final cargo capacity of 12 million tonnes a year.

"Our key strategy is to focus on special products and priority products, which are of high yield and can best utilise the Cathay Pacific expertise," Brian says. "We will also continue to see demand for imports, mainly with mobile phones, electronics and oilfield equipment. Exports include sea-air shipment, oilfield equipment, exhibition goods and consumer goods.

"And, yes, with Dubai hosting the World Expo 2020, we are confident that the volume will continue to increase in the coming years."

阿 聯酋及卡塔爾地區經理袁詠霖表示，國泰貨運基地遷往位於迪拜世界中心城的阿勒馬克圖姆國際機場（代號：DWC），將有助增強日常貨運服務的運作。

袁詠霖指出，儘管DWC機場距離市中心約一小時車程，但機場鄰近主要工業區兼港口傑貝阿里，有地利優勢。

由2月起，國泰貨運每周有七班波音747貨機由DWC機場出發。至於國泰航空運作的每周14班客運航班，則繼續使用迪拜國際機場（代號：DXB）。

袁詠霖解釋說：「同時在DWC和DXB機場營運，讓我們可以為更多地區的貨運代理及付運人提供服務。」

根據香港貿易發展局數字，傑貝阿里港佔迪拜出口總值50%以上，以及分別佔阿聯酋國內生產總值和外商直接投資的25%和20%。

袁詠霖並指出，由於DWC是新落成的機場，不像迪拜國際機場般擁擠，這樣有利國泰保持高水平的客戶服務。根據迪拜機場管理公司的資料顯示，DWC機場的全年運力最終可達1,200萬噸。

他又說：「我們主要的策略是集中於運送特殊貨物及優先處理的貨物，因為利潤較好，而且能充分發揮國泰的專長。我們相信入口需求會持續，並以手機、電子產品及油田設備為主。至於出口方面，則主要是海空轉運貨物、油田設備、展覽品及消費品。」

「還有，迪拜將會主辦2020年世界博覽會，我們深信未來數年的貨運量將持續增長。」 **CC**

Fact file 參考數據

Exports from UAE: 阿聯酋出口：

US\$300.9bn
3009億美元

Source: Indexmundi. Figures based on 2012 estimates

Imports into UAE: 阿聯酋入口：

US\$220.3bn
2203億美元

資料來源：Indexmundi。上述數據乃2012年估計數字

Gateway to the South

通往南方之門

Two new freighter routes to Mexico open up more opportunities in Latin America for Cathay Pacific

國泰開辦兩條前往墨西哥的貨運航線，為拓展拉丁美洲市場提供更多機會

By Leo Williams

Mexico City is one of the latest cargo routes added to the Cathay Pacific network and a crucial step in a strategy that could turn Mexico into an important freight hub between the vital economies of Latin America and Asia.

The route to Mexico City's Benito Juárez International Airport (MEX) was announced soon after operations started on the route to Guadalajara's Miguel Hidalgo Airport (GDL) in October 2013. Senior Cathay Pacific executives explain that the new routes took advantage of the different markets

墨

西哥城是國泰航空網絡最新增加的貨運航線之一，同時也是發展策略的重要一步，令墨西哥可望成為聯繫拉丁美洲及亞洲這兩個重要經濟體的空運樞紐。

前往瓜達拉哈拉Miguel Hidalgo機場(GDL)的航線於2013年10月開始營運後，國泰隨即宣佈開設往來墨西哥城Benito Juárez國際機場(MEX)的新航線。

國泰航空的管理層指出，兩條新航線各自受惠於這兩個城市的不同市場。國泰美洲地區貨運部副總裁Fred Ruggiero表示，瓜達拉哈拉及墨西哥城航線的分別「顯而易見」，瓜達拉哈拉是墨西哥到亞洲的主要出口市場，而墨西哥城則是亞洲到墨西哥的主要入口市場。



Cathay Pacific
launched new
freighter services
to Mexico City in
March 2014

國泰航空於2014年
3月開辦墨西哥城貨運
航線



DISH IT OUT 貨如輪轉

Cathay Pacific Cargo's new Mexico routes allows more efficient transport of Latin American exports bound for Asian markets, which arrive via Hong Kong

國泰貨運的全新墨西哥航線將拉丁美洲的出口貨物經香港空運往亞洲其他市場，運輸更快捷方便



SOUTHEAST ASIA 東南亞

2013 TOTAL MARKET WEIGHT OF ALL AIRFREIGHT FROM MEXICO

2013年來自墨西哥的空運總重量

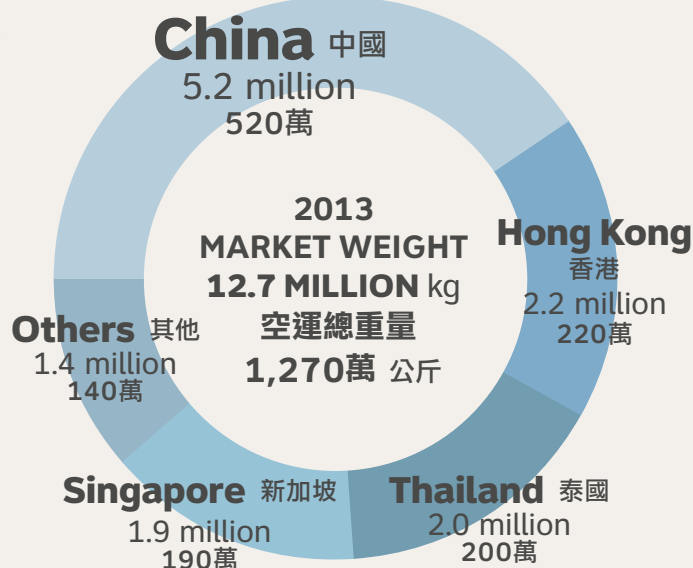
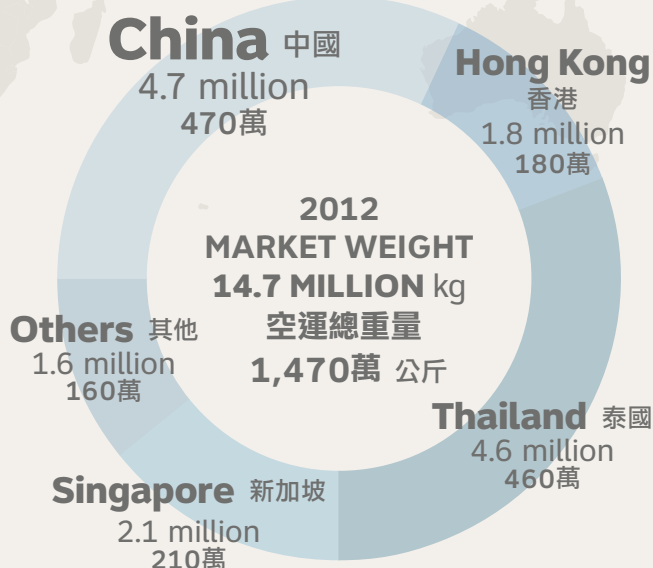
12.7 million kg
1,270萬 公斤

2012 TOTAL MARKET WEIGHT

2012年空運總重量
14.7 million kg 1,470萬 公斤

Guadalajara's fresh-produce industry (left) provides significant exports to Asia

瓜達拉哈拉的新鮮農產品 (左圖) 大量輸入亞洲



in the two cities. Fred Ruggiero, Vice President Cargo Americas, says the difference between the routes was "quite simply, Guadalajara is the major export market from Mexico to Asia, whereas Mexico City is the major import market from Asia to Mexico".

Mark Sutch, Cathay Pacific General Manager, Cargo Sales and Marketing, says that the new service to Mexico City would grow with the market.

Mark says the service route operates as Hong Kong (HKG) to Mexico City (MEX) to Guadalajara (GDL), and then back to HKG, to best take advantage of the import and

export value of each port's market. Fred adds that "our goal is to increase frequency while at the same time delink [the route] from LAX [Los Angeles International Airport] so it operates as a stand-alone Mexico service".

Both Mark and Fred say the new routes demonstrate Cathay Pacific's commitment to expansion and its readiness to do business in a region that could prove a real boon to the airline's global freight operations.

Freight statistics back the strategy. Cargo shipments from Mexico to Hong Kong increased from 1.77 million kilograms in 2012 to 2.21 million kilo-

grams in the first 11 months of 2013, according to the latest International Air Transport Association information based on transaction data from the Cargo Accounts Settlement Systems.

Cathay Pacific started operations from Hong Kong to Guadalajara, through Anchorage and Los Angeles, with a twice-weekly service route taking advantage of the growing trade lanes between Mexico and Asia.

Mark says Cathay Pacific had been serving the Guadalajara market with trucking from the United States, mainly out of Los Angeles, as well as interlining with other airlines over both

MEXICO 墨西哥

MEXICO 墨西哥

2013 TOTAL MARKET WEIGHT OF ALL
AIRFREIGHT FROM LATIN AMERICA

2013年來自拉丁美洲的空運總重量

24.6 million kg 2,460萬 公斤

2012 TOTAL MARKET WEIGHT 空運總重量

26.1 million kg 2,610萬 公斤

COSTA RICA 哥斯達黎加

2013 MARKET WEIGHT 空運總重量

430,980 kg 公斤

2012 MARKET WEIGHT 空運總重量

399,500 kg 公斤

PANAMA 巴拿馬

2013 MARKET WEIGHT 空運總重量

1.1 million kg 110萬 公斤

2012 MARKET WEIGHT 空運總重量

967,370 kg 公斤

PERU 秘魯

2013 MARKET WEIGHT 空運總重量

921,648 kg 公斤

2012 MARKET WEIGHT 空運總重量

911,564 kg 公斤

CHILE 智利

2013 MARKET WEIGHT 空運總重量

2.1 million kg 210萬 公斤

2012 MARKET WEIGHT 空運總重量

1.9 million kg 190萬 公斤

COLOMBIA 哥倫比亞

2013 MARKET WEIGHT 空運總重量

5.0 million kg 500萬 公斤

2012 MARKET WEIGHT 空運總重量

5.1 million kg 510萬 公斤

BRAZIL 巴西

2013 MARKET WEIGHT 空運總重量

11.4 million kg

1,140萬 公斤

2012 MARKET WEIGHT 空運總重量

11.7 million kg 1,170萬 公斤

ARGENTINA 阿根廷

2013 MARKET WEIGHT 空運總重量

3.6 million kg 360萬 公斤

2012 MARKET WEIGHT 空運總重量

5.1 million kg 510萬 公斤

國泰航空貨運營業及市場總經理薩孟凱表示，墨西哥城的新航班服務將隨市場增長而增加。

薩孟凱表示，貨運航線從香港(HKG)出發，先到墨西哥城(MEX)，再到瓜達拉哈拉(GDL)，然後折返香港，善用兩者出口與入口的價值。

Fred補充說：「我們的目標是增加班次，同時與洛杉磯國際機場(LAX)分拆，成為獨立的墨西哥航班服務。」

薩孟凱及Fred均表示，新航線顯示了國泰航空致力進一步拓展業務的決心，並且樂於在有利公司發展其全球貨運業務的地區開辦新航線。

貨運數據反映策略已見成效。國際航空運輸協會最新資料顯示，根據貨運費用結算系



Fred Ruggiero,
Vice President
Cargo Americas,
sees huge growth
potential in
Latin America

國泰美洲地區
貨運部副總裁
Fred Ruggiero
認為，拉丁美洲
極具增長潛力

統的交易數據計算，從墨西哥到香港的貨運量，由2012年的177萬公斤，上升至2013年首11個月的221萬公斤。

國泰開辦香港至瓜達拉哈拉的業務之初，是經安克雷奇及洛杉磯轉駁至當地，每周兩班，以把握墨西哥及亞洲貿易日漸蓬勃的商機。

薩孟凱表示，以往國泰航空服務瓜達拉哈拉市場，是經美國（主要從洛杉磯）以貨車運載貨物到當地，並與其他航空公司組成洛杉磯國際機場及邁阿密國際機場(MIA)聯網。國泰航空認為，瓜達拉哈拉的主要貨運為電子業和新鮮農產品，加上位處往來亞洲的貿易路線上，是進入墨西哥市場的理想地點。

薩孟凱表示：「我們一直計劃經由瓜達拉哈拉開展墨西哥的航班服務，隨著現時的營運開展順利，成效符合期望，我們的目標是」

LAX and Miami International Airport (MIA). Guadalajara was seen as the right entry point in Mexico, with its significant industries of manufacturing, electronics and fresh produce, along with natural trade flows to and from Asia.

"It was always the intention to start services to Mexico via Guadalajara and, with operations now running smoothly and results matching our expectations, we intend to expand – both in destination terms and frequency," Mark says.

"Cathay Pacific recognises the potential growth in Mexico and Central and Latin America. We currently have good access to these areas with interline agreements, principally over MIA but also over Los Angeles. In addition to our new service to Guadalajara, we have new interline agreements with reach into previously unserved Central American markets."

Mark says that as shipment volumes in these markets grow, Cathay Pacific may in turn operate more services to Latin America, in addition to the current Mexico flights. "It is very much our desire to do this when the time is right. We have the assets," he says.

Fred agrees. "We see the huge growth potential in Latin America and as a result believe we can develop Mexico City and Guadalajara – in conjunction with our interline partners – into a mini Latin America hub."

The game plan is in place, but there are challenges that will have to be overcome. Fred says that like any new service, building awareness of it, and its product offerings, is key. "Most, if not all, of the forwarders in Mexico

The new routes affirm Cathay Pacific's commitment to expansion, says Mark Sutch, General Manager, Cargo Sales and Marketing

國泰航空貨運營業及市務總經理薩孟凱表示，兩條新航線說明國泰致力拓展業務的決心



16 CARGOCLAN



Manufacturing in Guadalajara presents a key opportunity for Cathay Pacific Cargo

瓜達拉哈拉製造業蓬勃，為國泰貨運提供了重要商機

know who we are and what we stand for. But the trick is to make sure they understand that Cathay Pacific is in Mexico for the long term and not just a short-term venture," he says.

Mark says Cathay Pacific has certain advantages in breaking into the new market. "On the service front, we have a reputation that precedes us and therefore are able to win the confidence of clients. Despite never having been present in the Mexican markets, unlike most destinations where we usually have passenger flights, we've managed to get some good local coverage and confidence in what we can do.

"Price is a challenge for everyone, as is competition and, at times, over-supply. We approach these new markets like we would any existing markets. In the case of Guadalajara, we're matching our expectations of where we thought we would be at this time."

While Miami currently acts as the proxy hub for many Central and South American destinations, Mexico offers exciting prospects for the future. Fred points to Cathay Pacific's work with a number of interline partners to carry freight to and from Latin America via Miami and then on to Hong Kong. "In time we hope to work with as many partners doing the same via Mexico City or Guadalajara," he says. "The key point is choice, in that we believe the more options or choices you can offer, the greater the chance we will be able to satisfy customer needs."

增加航點及班次。」他接著說：「國泰認為墨西哥及中美洲與拉丁美洲有增長潛力。目前在聯運協議下，我們能夠往來這些地區，主要是經由邁阿密國際機場和洛杉磯。如今加上瓜達拉哈拉的新航班服務，我們達成了新聯運協議，可以擴大服務範圍，為中美洲市場提供服務。」

薩孟凱認為，隨著這些市場的貨運量增長，國泰將在現有的墨西哥航班之外，再增加拉丁美洲的服務：「我們具備實力，希望能在適當時機實現計劃。」

Fred對此表示認同：「我們看到拉丁美洲的巨大增長潛力，並相信與我們的聯運夥伴合作下，有助墨西哥城及瓜達拉哈拉發展為拉丁美洲的迷你樞紐。」

雖然已定下發展策略，但仍要克服各種困難。Fred指出，任何新服務推出時，推廣服務及相關產品的知名度是成功關鍵。他說：「大部分墨西哥貨運代理都認識國泰貨運，知道我們的服務水平。但最重要的是，我們必須使他們明白，國泰將在墨西哥長期發展，並非只是短期的營運。」

薩孟凱補充說，國泰進軍新市場擁有一定優勢。他表示：「我們的服務早已享有盛譽，能夠贏取客戶的信心。我們過去從未涉足墨西哥市場，不像其他航點那樣早已提供客運航班。不過，我們仍得到不少當地傳媒的報道，並獲得客戶的信任。」

「由於市場競爭激烈，有時甚至供過於求，價格對業界是一個挑戰。每當我們進入新市場，仍會沿用現有的營運方式。以瓜達拉哈拉為例，我們已按照進程，取得了預期成果。」

邁阿密等城市目前是多個中南美洲航點的貨運代理樞紐，墨西哥則提供一個令人振奮的前景。Fred指出，國泰與聯運夥伴合作，將往來拉丁美洲的貨物經邁阿密運到香港。他表示：「希望能與眾多夥伴合作，經墨西哥城或瓜達拉哈拉轉運至香港。關鍵在於選擇，若可提供更多選擇，就更能滿足客戶的需求。」 CC



Aztec calendar
in the National
Anthropology
Museum

墨西哥國家人類學
博物館內的阿茲
特克曆法石雕

Mexico City's Aztec heritage remains a vivid part of the sprawling capital

不斷發展的墨西哥城仍然瀰漫著濃厚的阿茲特克傳統文化氣息

Whispers of warriors

古城呢喃

By Lydia Carey



The tradition of
murals lives on
in Mexico City

墨西哥城一直延續
畫壁畫的傳統

Join the locals on the Aztec waterways at Xochimilco (right)

The seat of government, Palacio Nacional, on the city's main square (below)

與當地人一起在索奇米爾科的阿茲特克古河道中暢遊 (右圖)

位於城內憲法廣場上的國家宮 (下圖) 是政府機構的所在地



MEXICO'S AZTEC heritage is not just confined to history; it has a living, breathing influence on the country's language, cuisine and psychology. Even in a global metropolis such as Mexico City, the indigenous ancestry is interwoven into the very fabric of its existence.

The city is littered with vestiges of the Aztec empire and the Spanish conquest, and languages across the globe are peppered with Nahuatl words: tomatl (tomato), ahuateatl (avocado), chocolatl (chocolate), coyotl (coyote) and chilli. The Aztecs, or Mexica people, were the drivers behind the rich and vibrant

culture that is found in the Mexico of today.

Mexico City's main plaza, the Zócalo, overflows with peddlers, costumed dancers and protestors, the same as it did during the Aztecs' reign when the city, then known as Tenochtitlán, formed the beating heart of their empire. The ruins of the Templo Mayor, Tenochtitlán's religious centre, sit behind the Mexico City Metropolitan Cathedral, which was built by the Spanish on top of a section of the ancient temple. The Templo Mayor Museum (located on site) has a collection of artefacts discovered throughout the excavation process, including a massive monolith

of Tlaltecuhltli – one of the Aztecs' four earth deities – with remnants of its original colouring.

Not far from the Zócalo is one of the city's oldest neighbourhoods, La Merced. Known for its bustling commerce and working-class atmosphere, La Merced was once the destination point for all vendors coming into the city. They would paddle their boats along Tenochtitlán's canals to what is now the Plaza de la Alhóndiga, pay the tribute required to sell within city limits and travel on.

Ancient lore has it that the Aztec god Huitzilopochtli told his followers they would know where to build their empire when they saw an eagle



Shock-and-awe scale of the ruins of Teotihuacán (left)

The Palace of Fine Arts (above) is famed for its murals of Diego Rivera

La Merced near the Zócalo was a market place even in Aztec times (top)

特奧蒂瓦坎遺址（左圖）面積龐大

氣勢磅礴的藝術宮（上圖）內有著名畫家Diego Rivera所繪的壁畫

位於索卡洛附近的La Merced市集可以追溯至阿茲特克時代（頂圖）

墨

西哥的阿茲特克傳統並非只存在於歷史中，更是充滿活力的文化，對墨西哥的語言、飲食及精神面貌均產生影響。墨西哥城是個現代國際大都會，但老祖宗遺留下來的影響，仍與都市生活緊密的交織在一起。墨西哥城處處可見阿茲特克帝國及西班牙侵略的痕跡，並藉納瓦特語為世界添上風味，例如tomatl（番茄）、ahuacatl（牛油果）、chocolatl（朱古力）與coyotl（土狼）及辣椒等。現今朝氣勃勃、多姿多彩的墨西哥文化，正是由阿茲特克人（又稱墨西哥人）所建立。

索卡洛廣場是墨西哥城的主要廣場，這裡常擠滿了攤販、賣藝人及示威者，熱鬧如昔日阿茲特克帝國統治的年代。當時，這座城市名為特諾奇提特蘭，是整個帝國的重心。大神廟是特諾奇提特蘭古城的宗教中心，其

遺址位於墨西哥城大教堂後方，昔日西班牙人特意在古神廟的部分土地上興建教堂。大神廟博物館（位於大神廟遺址）內收藏大量神廟的出土文物，其中一塊巨型石碑上，刻有阿茲特克四大土地神祇之一Tlaltecuhli的神像，石碑上仍殘留原始彩漆。

距離索卡洛不遠處，就是墨西哥城其中一個老區——La Merced市集。該市集以買賣活躍、充滿勞動階層的活力而聞名，昔日前來墨西哥城的商販，必定前來這裡。他們划著船，沿著特諾奇提特蘭的運河而來，抵達現今Plaza de la Alhóndiga的位置，奉上財物，方可在城內進行交易，再繼續前行。

根據古代傳說所言，阿茲特克的神祇Huitzilopochtli曾向祂的信徒啟示，只要見到一隻口裡銜著蛇、棲息在胭脂仙人掌上的老鷹，就可在那個地方建立他們的王國。相傳這隻老鷹就在La Merced的Plaza del

Aguilita出現，距離Plaza de la Alhóndiga只有數條街。

要探索墨西哥曲折的歷史，除了前往歷史中心之外，還有不少好去處。特拉特洛科爾與特諾奇提特蘭以往是姊妹城市，也曾是區內的商業中心，擁有該區最大的市集。特拉特洛科爾古城遺址就在市中心外面，可看到主神殿在不同時代的變遷。

想了解這裡及其他歷史遺蹟的背景，可到國家人類學博物館參觀。館內的墨西哥加展廳陳列了24噸重的阿茲特克太陽曆法石雕、阿茲特克諸神之母Coatlicue的雕像，還有蒙特祖馬頭飾的仿製品（蒙特祖馬二世贈與西班牙殖民者Hernán Cortés的頭飾，真品存放於奧地利維也納）。博物館內中庭的高牆上，有壁畫描繪阿茲特克人從神秘的阿茲特蘭城前往特諾奇提特蘭朝聖的情景。

墨西哥城南部的索奇米爾科是少數仍可見

perched on a nopal cactus with a snake in its mouth. Legend says the eagle appeared in La Merced's Plaza del Aguilita, a few blocks from Plaza de la Alhóndiga.

The Centro Histórico is not the only place to uncover fascinating history. Tlatelolco was Tenochtitlán's sister city, the region's centre of commerce and home to its largest market. The Tlatelolco ruins – which display various stages of Tlatelolco's main temple's construction – lie just outside the city's centre.

For background on these and other historical sites head to the National Anthropology Museum. Housed in the Mexica room is the 24-tonne Aztec calendar stone, a sculpture of Coatlicue – the mother of the Aztecs' main deities – and a replica of Moctezuma's headdress (the real one, a gift from Moctezuma II to Hernán Cortés, is in Vienna, Austria). High up on the wall of the museum's interior patio is a mural that depicts the Aztec pilgrimage from the mythical city of Aztlán to Tenochtitlan.

In the south of the city, Xochimilco is one of the few places where Tenochtitlán's ancient waterways still exist. Colourful flat-bottomed boats drift through the canals as marimba bands float by offering to play you a song, and women in canoes paddle up selling beer, tacos and corn on the cob. The Aztecs built Xochimilco's "floating gardens" to grow corn, beans, squash and other staples to feed their growing populous. This spot is hugely popular for Mexico City residents at the weekend, when the place becomes a floating party.

Forty-five kilometres north-east of the city is the mysterious Teotihuacán, named a UNESCO World Heritage Site in 1987 and one of Mesoamerica's most important pre-Colombian archeological areas. Little is known about the city's origin, its inhabitants or why it was abandoned. When the Aztecs found it – already in ruins – they could imagine only the gods creating such a place and they named it Teotihuacán or "the birthplace of the gods" eventually incorporating it into their creation myth as the birthplace of the sun and the moon.

到特諾奇提特蘭古代水道的地方。色彩斑斕的平底小艇在運河上穿梭，馬林巴木琴樂隊不時飄然而至，為遊客演奏一曲。婦女們則划著獨木舟，向遊客兜售啤酒、炸粟米餅及原條粟米。阿茲特克人曾在索奇米爾科修建「水上菜園」，栽種粟米、豆類、瓜果及其他糧食，以供應不斷增加的人口。墨西哥城的市民喜愛在周末到此地度假，將運河變作開水上派對的地方。

距墨西哥城東北45公里的地方就是神秘

的特奧蒂瓦坎。這個古城是中美洲極為重要的前哥倫布時代考古遺蹟之一，於1987年獲聯合國教科文組織列為世界遺產。特奧蒂瓦坎的起源不詳，其原住民去向及荒廢原因亦鮮有文獻記載。當年，阿茲特克人來到這裡時，古城早已荒廢。眼看古城遺蹟如此壯觀，他們將之想像為諸神創造的城市，因而命名為特奧蒂瓦坎，意思是「諸神誕生之地」，其後，更將這個城市與他們的創世神話結合，成為太陽與月亮誕生之處。CC



Central Library of the
University of Mexico
墨西哥大學內的中央圖書館



Templo Mayor Museum, on the site of the
Aztec capital's religious centre, is next to
Mexico City's Metropolitan Cathedral

大神廟博物館位於昔日阿茲特克首府的宗教中心，
毗鄰為墨西哥城大教堂

Digital route

無紙貨運先驅

Cathay Pacific Cargo was one of the first airlines to adopt the electronic air waybill, leading the way towards a paperless era for the industry

國泰貨運是其中一間率先採用電子空運提單的航空公司，為航運業的無紙世紀開創先河

By Leo Williams



A FEW YEARS AGO, a paperless industry-wide air-freight system, or e-freight, was difficult to envision. The necessary documentation needed for air transportation is extensive and digitisation across a network of airports seemed an insurmountable challenge.

Yet, as pointed out by Jackson Chan Kwok-kuen, Cathay Pacific's Cargo Services Manager e-Freight, the airline was one of the first with the vision to embrace the concept and develop a system for electronic air waybills, or e-AWBs, to replace the traditional paper documents showing contract of carriage, customs declaration and other key shipping information. Chan says that it is the airlines that will push the change in the industry, showing the way for authorities, agencies and forwarders to follow.

"In 2010 there were two airlines, Cathay Pacific and Iberia, that had an e-freight system to handle e-AWB roll-out with their forwarder customers," he says. "As more airlines are pushing e-AWB and e-freight programmes in their home market and other major markets, local customs agencies, forwarders and IT providers will enable their IT systems to adopt e-AWB and e-freight processes. Electronic customs clearance and handling cargo without paper documents is definitely the trend to be adopted by the cargo industry in coming years."

Recent figures from the International Air Transport Association (IATA) support Chan's predictions. Global e-freight shipment volumes have more than tripled from 7,510 consignments in November 2012 to 24,292 in November 2013.

"When forwarders are more mature on their e-freight roll-out, their shippers and consignees' IT systems will be further developed to handle e-freight shipments without paper documents," says Chan. "This will happen in a few more years."

IATA reported in November 2013 that the top 10 airports of origin for e-freight were in Hong Kong, Dubai, Singapore, Seoul, Incheon, Taipei, Madrid, Amsterdam, Paris and Delhi. Cathay Pacific has 18 stations – including Hong Kong – that have enabled e-AWB systems, says Chan, with a further 23 stations ready to go live and another five that will be ready later this year.

Fact file

參考數據

Global e-freight consignments in November 2013

2013年11月全球電子空運交易托運宗數

24,292

數年前，沒有太多人相信航空貨運業能夠實行無紙化運作，更沒料到電子空運系統能夠順利地在空運業中推行。每宗空運交收都牽涉大量文件，要全球各大貨運機場採納數碼文件，談何容易！

但正如國泰航空貨運服務經理（電子貨運）陳國權指出，國泰是其中一間率先著手落實這個設想的航空公司，並開發電子空運提單（e-AWB）適用的系統，取代一張張實體運輸合約、清關等主要貨運文件。他補充道，航空公司對推動業界不斷進步，帶領有關當局、貨運代理和運輸業者向前邁進，責無旁貸。

陳國權續道：「2010年，只有國泰航空和西班牙國家航空兩間公司採用電子貨運系統，以e-AWB跟運輸業者進行貨物交收。隨著愈來愈多航空公司在本土和海外主要市場採用e-AWB和電子空運系統，各地的清關代理、運輸業者和資訊科技公司也因此積極改進資訊系統，以配合e-AWB和電子空運系統的要求。電子清關和無紙化貨運交收，肯定是貨運業未來幾年的發展大趨勢。」

國際航空運輸協會（IATA）近日公佈的數字跟他的預測不謀而合。全球採用電子空運系統的托運數量，由2012年11月的7,510宗躍升至2013年11月的24,292宗，升幅逾三倍。

「運輸業者熟悉電子空運系統後，託運人和收貨人的資訊科技系統也會進一步發展，務求以電子系統處理所有空運程序，大概再過幾年便可達致完全無紙化。」

根據IATA在2013年11月的統計，全球十大最多使用電子空運系統的出發地機場，分別是香港、迪拜、新加坡、首爾、仁川、台北、馬德里、阿姆斯特丹、巴黎和德里。

他說，國泰現時已經有18個航點（包括香港在內）使用e-AWB系統，另外23個航點也準備就緒，隨時加入e-AWB行列，今年稍後時間更有5個航點可以推行e-AWB系統。CC

Gold rush

黃金熱流

With gold prices at attractive levels, consumers and investors alike have taken a shine to the precious metal
黃金價格維持低位，是消費者和投資者入市的好時機

By Karen Pittar

INFLUENTIAL ECONOMIST John Maynard Keynes famously declared the gold standard a “barbarous relic” in 1924, but this sentiment left consumers in 2013 no less enthusiastic towards the precious metal: with a plunge in gold prices, buyers were out in force snapping up bargains.

“The international gold price ended June 2013, 22 percent lower than it started it,” says Matthew Turner, Macquarie Bank’s London-based Precious Metals Analyst. “This took the gold price to its lowest level in US-dollar terms since the middle of 2010, and even cheaper in Chinese yuan. This had two positive effects: making gold products more affordable and making them seem a better long-term investment, insofar as offering a greater chance of price appreciation.”

Turner points out the buying surge was on top of what was already a rising trend that had resulted from stronger incomes, low interest rates and an expansion of the number of outlets selling gold jewellery and other products.

So just who was driving this voracious demand? The simple answer: Asia. Statistics from the World Gold Council show nearly 60 percent of the demand for gold jewellery, and about half for coins and bars, came from Mainland China and India during the

first half of last year. “China really did make most of the running in 2013,” Turner says.

“Some other Asian markets saw a pickup in jewellery and small bar and coin investment demand, as did the Middle East. There were huge sales by Western investors, especially from what are known as exchange-traded funds (ETF). In fact, there is a clear trail of gold being taken from vaults in London, where most ETFs store their gold, sent to Switzerland, where many of the world’s largest gold refiners are based, to be melted down into smaller bars and then sold on.”

The soaring demand in Mainland China had a natural knock-on effect in Hong Kong, which has become a destination for tourists who come specifically to buy gold. The city experienced the world’s highest percentage increase in gold demand last year, seeing 66 percent growth in the second quarter of 2013, compared with the same period a year earlier, to reach a record 12.1 tonnes sold. The buying frenzy calmed down somewhat later in the year but still showed strong growth.

Wong Wai-sheung, Chairman and Chief Executive of the leading Hong Kong jewellery chain Lukfook, says the company’s strong sales in gold have continued into the new year. “The gold rushes in April and June led to substantial growth in sales, leading

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濟學大師凱恩斯在1924年說出經典名句，指黃金是「野蠻人的遺物」；不過，就2013年的市況而論，隨著金價急跌，買家空群而出搶購黃金，這種貴金屬只會讓消費者更趨之若鶩。

「截至2013年6月底，國際黃金價格較年初下跌了22個百分點。」麥格理銀行駐倫敦貴金屬分析師Matthew Turner說，「這是自2010年中期以來，由美元標價的黃金價格所跌至最低水平，以人民幣來購買更划算，並衍生出兩個正面影響：黃金產品價格更加便宜；而且，基於升值潛力較高，似乎是理想的長遠投資工具。」

Turner更指，這次購金熱潮能乘勢而起，有賴市場環境暢旺，例如工資提升、息率偏低以及金飾和其他相應產品的零售店鋪大幅增加所致。

這股熾熱的黃金需求從何而來？答案很簡單：亞洲。世界黃金協會的數據顯示，去年上半年，近六成黃金首飾和約一半的金幣及金條需求均來自中國和印度。「2013年的黃金買賣大部分來自中國。」Turner說。

「亞洲其他市場對金飾、小金條及金幣的投資需求殷切，中東也不例外。西方投資者也透過交易所買賣基金（ETF）進行大宗買賣。事實上，我們明顯留意到黃金的走向，大批黃金從倫敦的金庫（ETF大部分的黃金在此存託）流出，運送到全球大型煉金廠集中地的瑞士去，並鑄煉成小金條出售。」

內地對黃金需求激增，為香港帶來連鎖效應。香港已成為遊客搜購黃金的目的地，去年更成為全球黃金需求增長率最高的城市。2013年第二季較上年同期增長66個百分點，創下12.1噸黃金交易的紀錄。這股購金熱潮在去年後期稍為緩和，但升勢依然強勁。



About half of the global demand for gold coins and bars came from China and India during the first half of last year

去年首半年，中國及印度對金幣及金條的需求約佔全球一半

to SSSG [same-stores sales growth] of 130 percent in the Hong Kong and Macau market in the second quarter of 2013. The demand is still strong since the international gold price has remained low compared to the past few years."

Stores are responding by catering for guided tour groups, training staff to know the specifics of gold products and even setting up private exhibition rooms for customers.

"Gold products are still our best seller, and pure-gold jewellery is one of the most popular products among the Chinese customers," says Kent Wong, Managing Director of Chow Tai Fook, one of Hong Kong's largest jewellery sellers.

For more than a decade, both local jewellery houses have seen huge potential in the market across the border. Lukfook has more than 1,000 stores in greater China, including a new flagship store in Wuhan. Chow Tai Fook has had a presence in China since the late 1990s and, of its 2,000-plus stores, more than 1,900 are in Mainland China, according to Wong.

With so much growth in the local market and across the border, there is more product being moved in and out of China, and much of this travels through Hong Kong – where buyers and sellers alike are using products such as Cathay Pacific's **SECURE** **UFT** to move their valuables.

Also playing a major role are facilities such as the Airport Authority Hong Kong's bonded warehouse. The government-sponsored site stores dutiable merchandise and incurs liability for its safety. Gold and other precious commodities can be securely stored during transit; one of the big upsides for sellers is the option of storing gold in the warehouse until market prices hit a high mark, when the gold can then be sold and shipped, maximising profits.

But whether it's locked away or given as a gift, this precious commodity will long be seen as more than just adornment but also as an investment and symbol of wealth across the globe.



Gold does a brisk trade thanks to eager jewellery shoppers

黃金在珠寶消費者的搶購之下，成為炙手可熱的商品

Gold products are still our
best seller, and
pure-gold jewellery
is one of the most popular products

among the Chinese customers

黃金仍然是我們最好賣的**商品**，
而**足金首飾**是最受內地顧客
歡迎的產品之一

本地著名珠寶連鎖店六福集團主席兼行政總裁黃偉常表示，黃金的銷量高企，一直持續到新一年。「2013年4月及6月的購金熱潮，令銷量大增，促使香港和澳門市場第二季的同店銷售增長（SSSG），高達130個百分點。由於國際金價過去數年仍處於低位，人們對黃金的需求有增無減。」

有見及此，珠寶店特為旅行團安排銷售服務、加強培訓員工對黃金產品的專業知識、甚至開設專門展銷廳，回應購金熱潮。

香港大型珠寶零售周大福珠寶集團董事總經理黃紹基說：「黃金仍然是我們最好賣的商品，而足金首飾是最受內地顧客歡迎的產品之一。」過去十多年，本地珠寶商不斷發掘內地市場的龐大潛力。六福集團在大中

華區有超過1,000家店舖，包括武漢新開的旗艦店。周大福自1990年代末已進軍中國，據黃紹基所說，他們有超過2,000個零售點，其中逾1,900個都在內地。

本地和內地市場發展蓬勃，貨物經香港進出內地日益頻繁；相關的空運服務，如國泰貨運的**SECURE** **UFT**均獲買家、賣家廣泛使用，安全地付運貴重商品。香港機場管理局轄下的保稅倉等設施，亦與航空公司緊密合作提供服務。這個政府資助的保稅倉可儲存應課稅商品，能確保貨物安全。因此，黃金及其他貴重商品得以在轉運期間安全存放。賣家可把黃金儲存於倉庫，靜候好時機出售、付運，圖取最大利潤。

時至今日，黃金豈止是送禮的裝飾品，更是一種全球投資工具和財富的象徵。**CC**

Freighter milestone

貨運新里程



CATHAY PACIFIC welcomed CX061, its first freighter at Al Maktoum International Airport at Dubai World Central (DWC) on 1 February. The B747-8F freighter B-LJJ flight from Hong Kong marked the move of Cathay Pacific's freighter service from Dubai International (DXB) to DWC. The 14 weekly passenger flights will still operate from DXB.



國泰航空於2月1日在迪拜世界中心城（DWC）阿勒馬克圖姆國際機場迎接其CX061貨運航班的首架貨機。這架自香港出發的波音747-8F型貨機（B-LJJ航班），標誌著國泰的貨運服務從迪拜國際機場（DXB）轉往迪拜世界中心城。至於每周14班客運航班將仍然於迪拜國際機場營運。

Brian Yuen, Country Manager UAE and Qatar, Cargo Manager Mukesh Bhatia and Engineering Manager Tim O'Grady greeted the flight, along with the team

阿聯酋及卡塔爾地區經理袁貺霖、貨運經理Mukesh Bhatia及工程經理Tim O'Grady與國泰團隊一同歡迎貨機抵達

Mexico City here we come!

前進墨西哥城

CATHAY PACIFIC launched its freighter services to Mexico City on 1 March and a launch party was held on 27 February at La Bocha restaurant in Avenida Presidente Masaryk. Guests included freight forwarders in Mexico, executives from Cathay Pacific and airport and federal government authorities. An event highlight was a speech in Spanish by Tom Owen, Cathay Pacific Senior Vice President, Americas. The Director General of Civil Aeronautics, Salvador Retana Rozano, welcomed Cathay Pacific to Mexico City and wished the company success.

國泰貨運於3月1日就開辦前往墨西哥城新航線舉行慶祝會。這個盛會於2月27日假Masaryk總統大街的La Bocha餐廳舉行，出席嘉賓包括墨西哥多間貨運代理的主管、國泰高級行政人員，以及墨西哥機場管理局及政府官員等。會上由國泰美洲區高級副總裁Tom Owen以西班牙語致辭，民航總監Salvador Retana Rozano歡迎國泰開辦墨西哥城航線並祝願生意興隆。



Above, from left: Mark Sutch, General Manager, Cargo Sales and Marketing, Tom Owen, Senior Vice President, Americas, and Fred Ruggiero, Vice President Cargo Americas, at the Mexico City route launch

上圖左起：貨運營業及市場總經理薩孟凱，美洲區高級副總裁Tom Owen及美洲地區貨運部副總裁Fred Ruggiero攝於開辦墨西哥城航線慶祝會



CATHAY PACIFIC CARGO & DRAGONAIR CARGO
2014 KUNG HEI FAT CHOY PARTY

CATHAY PACIFIC
CARGO



Party time 歡聚一堂

Cathay Pacific Cargo and Dragonair Cargo celebrate the Year of the Horse in style with their guests

國泰及港龍貨運與貨運代理一起慶祝馬年來臨

THE HONG KONG Cargo Sales team organised its annual Lunar New Year "Kung Hei Fat Choi" party on 7 February.

More than 200 cargo customers joined the celebrations at the Sheraton Hong Kong Hotel.

Chief Operating Officer Rupert Hogg, Director Cargo James Woodrow and Dragonair Chief Executive Officer Patrick Yeung performed the eye-dotting ceremony for the golden dragon, a tradition that is said to

bring great fortune and prosperity.

Rupert and James thanked the cargo agents for their continuous support. The guests enjoyed entertainment booths where they could have their fortune told or get hands-on experience of Chinese cartoon drawing.

A lucky draw rounded off the evening, with prizes including Business Class tickets to Sanya on Dragonair and to Seoul on Cathay Pacific.

It's smiles all round for Cathay Pacific Chief Operating Officer Rupert Hogg (third from left), Cathay Pacific Director Cargo James Woodrow (fourth from left) and Dragonair Chief Executive Patrick Yeung (fifth from left)

國泰航空常務總裁何果(左三)、
貨運董事韋靖(左四)及港龍航空行政總裁
楊偉添(左五)笑賀新年

香港貨運營業部於2月7日假香港喜來登酒店舉行一年一度的農曆新年「恭喜發財」派對，宴請200多名貨運業者。

國泰航空新任常務總裁何果、國泰貨運董事韋靖及港龍航空行政總裁楊偉添主持了傳統的金龍點睛儀式，祝願新的一年財源廣進，貨如輪轉。

何果及韋靖感謝貨運代理一直以來的支持，並祝賀眾人馬年好運，事事順利。派對設多個遊藝攤位，賓客們可以看相算命或揮筆繪畫中國漫畫。派對的壓軸節目為大抽獎，獎品豐富，包括有分別由港龍和國泰送出的三亞和首爾商務客艙旅行套票。



**Good fortune for the coming year:
Rupert Hogg, James Woodrow and
Patrick Yeung perform the dragon
eye-dotting ceremony (top)**

何果、韋靖及楊偉添為金龍點睛，
祝願新一年貨如輪轉（頂圖）

**Staff from Cathay Pacific and Dragonair
celebrate Lunar New Year with the
assembled guests (above)**

國泰和港龍員工與嘉賓歡慶農曆新年（上圖）



**Lucky-draw winners: Raymond Fung of Stallion Freight
Ltd. receives the grand prize from Chief Operating
Officer, Rupert Hogg (below)**

James Woodrow, Director Cargo, presents the 2nd prize
to Jan Wong of Transpole Logistics Private Ltd. (middle)

Mark Sutch, General Manager Cargo Sales and
marketing, presents Jimmy Lau of Fairate
Express Ltd. with the 3rd Prize (bottom)

幸運大抽獎得主：何果頒發頭獎給上進捷運有限
公司的馮偉文（下行頂圖）

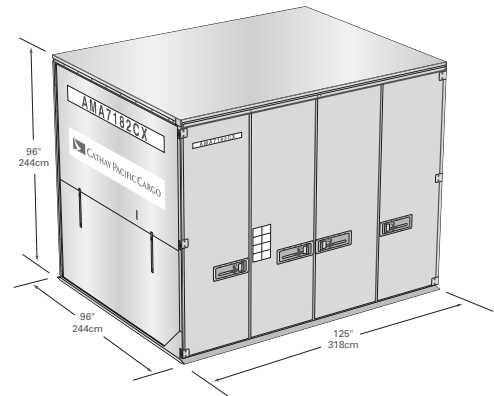
韋靖頒發二獎給Transpole Logistics Private Ltd.
的王敬業（下行中圖）

薩孟凱頒發三獎給輝域海
空運有限公司的劉家偉（最下圖）



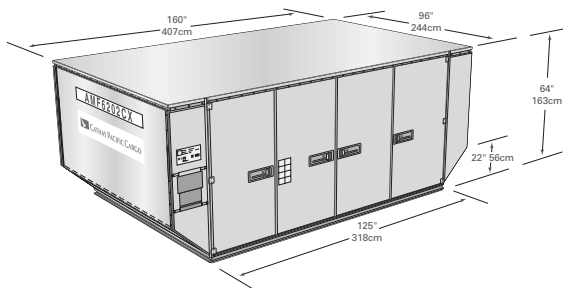
These are the Unit Load Devices (ULDs) that Cathay Pacific Cargo provides. Please visit www.cathaypacificcargo.com for detailed descriptions of each of the ULDs.

以下是國泰貨運提供的各式集裝箱。有關服務詳情，請瀏覽www.cathaypacificcargo.com，並參考各款集裝箱的詳情。



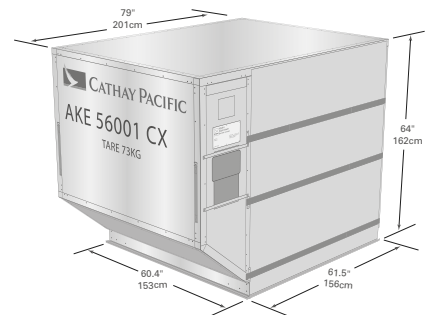
TYPE: AMA CONTAINER

ATA Code	: M1
Internal Volume	: 621 cu. ft. 17.58 mc
Tare Weight	: 477kg
Maximum Gross Weight	: 6,804 kg
Loadable Aircraft Type	: 747F



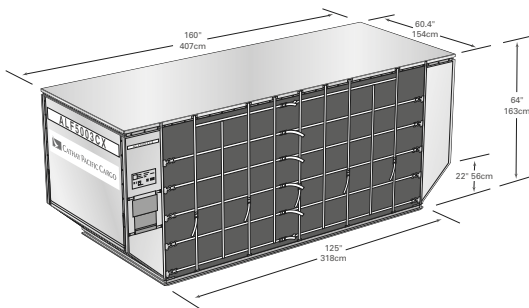
TYPE: AMF CONTAINER

ATA Code	: LD36
Internal Volume	: 516 cu. ft. 14.6 mc
Tare Weight	: 315 kg
Maximum Gross Weight	: 5,035 kg
Loadable Aircraft Type	: 747, 747F, 777, Airbus



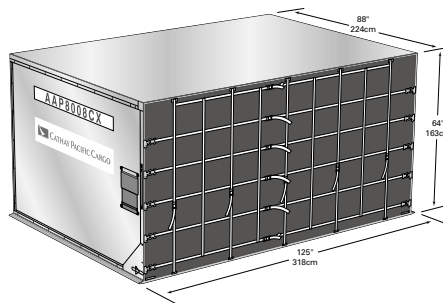
TYPE: AKE CONTAINER

ATA Code	: LD3
Internal Volume	: 152 cu. ft. 4.3 mc
Tare Weight (Light weight/Aluminium)	: 73 kg/100 kg
Maximum Gross Weight	: 1,588 kg
Loadable Aircraft Type	: 747, 747F, 777, Airbus



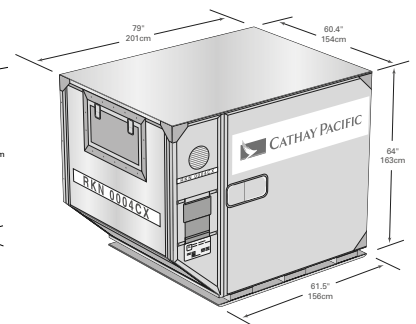
TYPE: CONTAINER - ALF

ATA Code	: LD6
Internal Volume	: 310 cu. ft. 8.78 mc
Tare Weight	: 157 kg
Weight Limitation Inc.	
ULD Tare Weight	: 3,175 kg
Loadable Aircraft Type	: 747, 747F, 777, Airbus



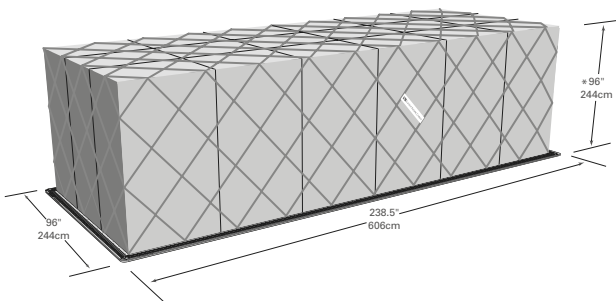
TYPE: AAP CONTAINER

ATA Code	: LD9
Internal Volume	: 371 cu. ft. 10.51 mc
Tare Weight	: 220 kg
Weight Limitation Inc.	
ULD Tare Weight	: 4,626 kg
Loadable Aircraft Type	: 747, 747F, 777, Airbus



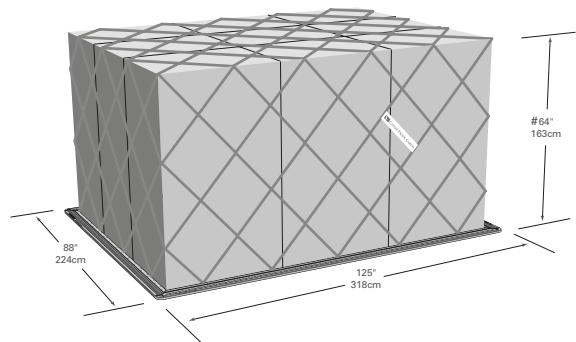
TYPE: COOLTAINER - RKN

ATA Code	: LD3
Internal Volume	: 125.41 cu. ft. 3.55 mc
Tare Weight	: 230 kg
Weight Limitation Inc.	
ULD Tare Weight	: 1,588 kg
Loadable Aircraft Type	: 747, 747F, 777, Airbus



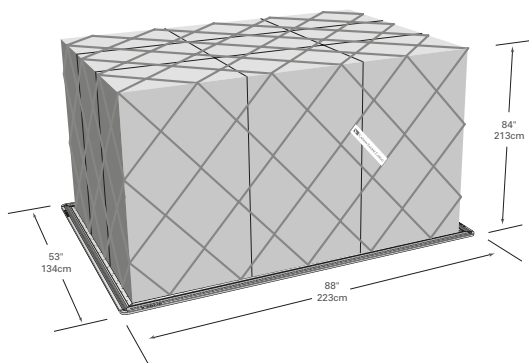
TYPE: PGA PALLET

Size – Base	: 96" x 238.5"	* Q6 Contour
– Height	: 96", **118"	** Q7 Contour
Tare Weight	: 565 kg	
Maximum Gross Weight	: 13,608 kg	
Loadable Aircraft Type	: 747F	



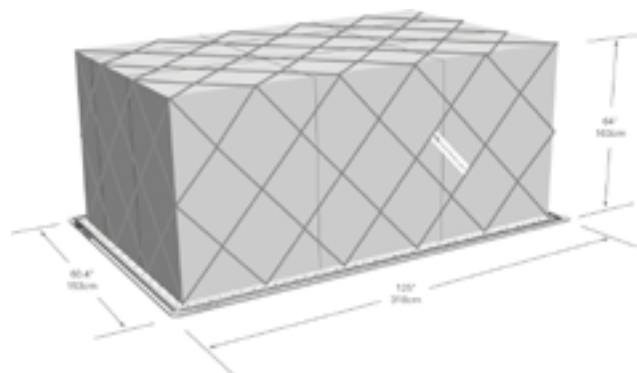
TYPE: PAG PALLET

Size – Base	: 88" x 125"	# Passenger Flight
– Height	: #64", 96", **118"	* Q6 Contour
Tare Weight	: 114 kg	** Q7 Contour
Maximum Gross Weight	: 4,626 kg (LD), 6,033 kg (MD)	
Loadable Aircraft Type	: 747, 747F, 777, Airbus	



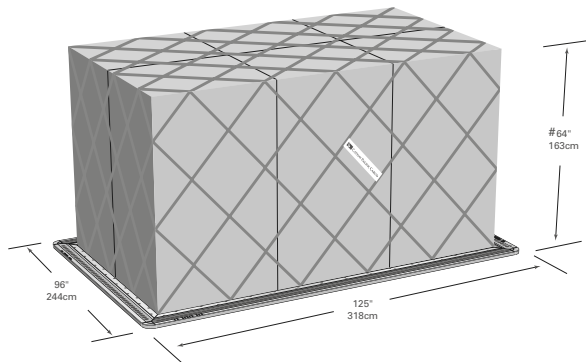
TYPE: PEB PALLET

Size – Base	: 53" x 88"
– Height	: 84"
Tare Weight	: 55 kg
Maximum Gross Weight	: 1,800 kg
Loadable Aircraft Type	: 747F



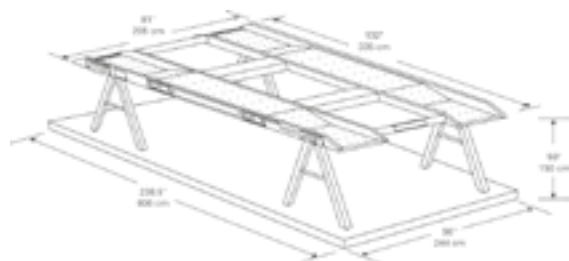
TYPE: PLA PALLET

Size – Base	: 60.4" x 125"
– Height	: 64"
Tare Weight	: 103 kg
Maximum Gross Weight	: 3,175 kg
Loadable Aircraft Type	: 747, 747F, 777, Airbus



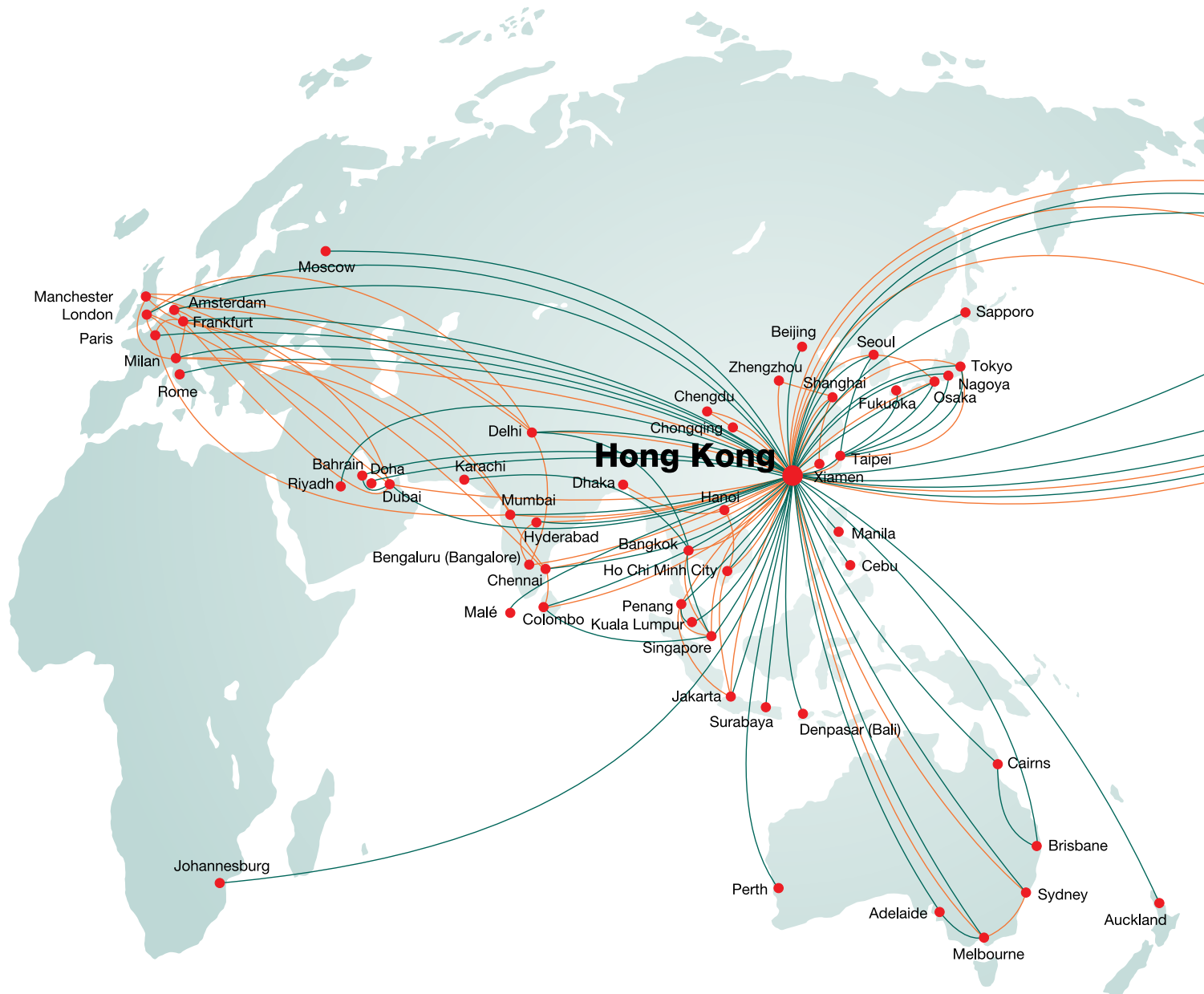
TYPE: PMC PALLET

Size – Base	: 96" x 125"	# Passenger Flight
– Height	: #64", 96", **118"	* Q6 Contour
Tare Weight	: 120 kg	** Q7 Contour
Maximum Gross Weight	: 5,035 kg (LD), 6,804 kg (MD)	
Loadable Aircraft Type	: 747, 747F, 777, Airbus	



TYPE: VZA, VRA – CAR RACK

Size	: Fitted on PRA/PGA pallet
Max Width of the upper car	: 79.5"
Max Width of the lower car	: 85.6"
Max Height of the upper car	: 56"
Max Height of the lower car	: 57"
Tare Weight	: 344 kg
Maximum Weight of each car	: 2,268 kg
Maximum Gross Weight	: 11,340 kg
Loadable Aircraft Type	: 747F
Standard CX car strap must be used to secure the vehicle on the rack and pallet	



THE MOST DISCERNING CUSTOMERS CHOOSE CATHAY PACIFIC CARGO 國泰貨運 明智之選



Priority handling with money-back guarantee.
貨物得到最優先處理，並提供原銀奉還保證。



Small parcel service with fast customs clearance.
小型包裹之速遞服務，確保清關快捷。

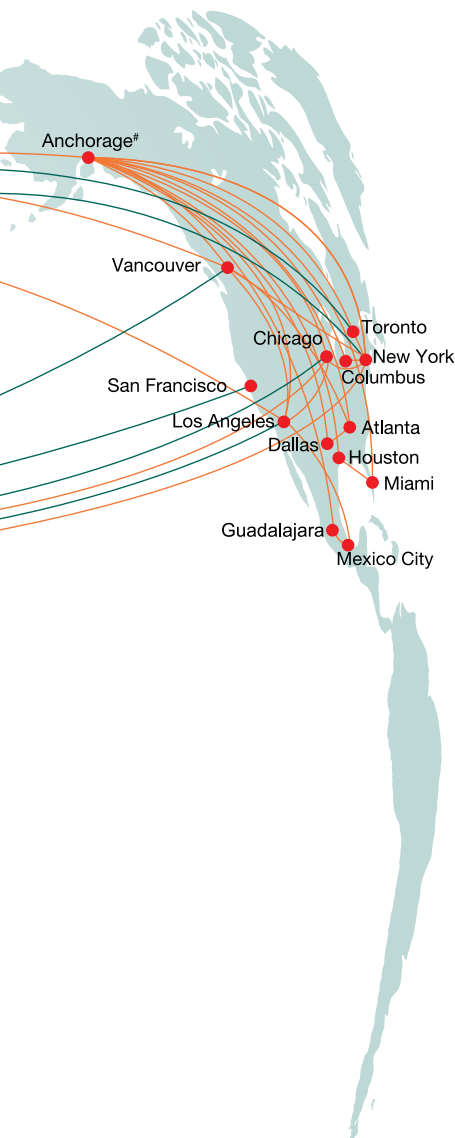


High security for high-value shipments.
專為貴重物品提供可靠運送。



Dangerous goods under the care of certified professionals.
危險品專業運送服務，全程由專業人員遵照嚴格安全守則處理。

DRAGONAIR NETWORK



— Cathay Pacific Passenger Service
— Cathay Pacific Freighter Service
— Dragonair Service

Technical stop only

* No cargo uplift service

^ Dragonair passenger service to Denpasar (Bali) commences 27 April 2014

Information correct at time of printing. Please check the latest availability of service on www.cathaypacificcargo.com or www.dragonaircargo.com



Effective cold-chain management to ensure shipments arrive fresh.
 高效可靠的冷凍鏈管理，確保貨物新鮮抵達。



Tender, special care for live animals.
 貼心周到的服務，為付運動物提供最妥善的照料。



Tailor-made solutions for special shipments.
 為需要特別處理的貨物，度身訂造最合適的運送方案。



Comprehensive temperature management for pharmaceutical products.
 配合不同藥品需要，全程以精確溫度監察運送。