

CARGO CLAN

QUARTER THREE 2013

Cargo network branches out

Southeast Asia
regional survey

延伸貨運網絡
東南亞地區策略調查



SWIRE

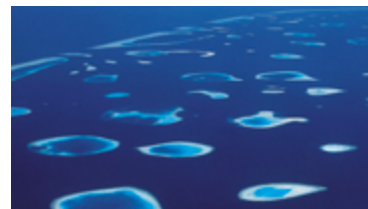
Flies to
180+
destinations
飛往逾180個航點

STAGE THREE
CARGO TERMINAL
ROLL-OUT STRATEGY
國泰航空貨運站
進入第三階段營運



**ISLAND
BOUNTY**

富饒之島
馬爾代夫出口大量海鮮





Bright spots in a gloomy market 迷霧中的陽光

Welcome to this edition of *Cargo Clan*, my first as Director Cargo following my predecessor Nick Rhodes' appointment as Cathay Pacific Director Personnel. I am sure you would join me in wishing Nick the best in his new job, as well as welcoming Mark Sutch as General Manager Cargo Sales and Marketing.

While news for air cargo has few bright spots, we have several pieces of good news to share: new freighters and more routes added to the cargo network. We recently received our tenth Boeing 747-8 freighter and by the end of the year will have 13 B747-8Fs in the fleet. From October, Cathay Pacific will fly four times a week to the Maldives capital of Malé, and Dragonair will fly direct from Hong Kong to Siem Reap in Cambodia. Cargo belly capacity is available on flights to these tourist hot spots.

Progress continues with the move into the new Cathay Pacific Cargo Terminal in Hong Kong; since August all Cathay Pacific Cargo freighters have been handled at the facility. The terminal project – and the smooth operation of our air cargo – relies on the support of our valued customers and we thank all cargo agents who have stood by us through the difficult trading conditions, and hope for the expected upturn in the last quarter.

多謝大家閱讀新一期《Cargo Clan》，這是繼羅禮祺調任人事部董事，我接任國泰貨運董事後出版的首期雜誌。在此，謹祝他出任新職工作順利；同時也借此機會歡迎新上任的貨運營業及市場總經理薩孟凱。

雖然貨運業務的表現稍遜，但我們還是有一些好消息跟大家分享，包括新貨機加盟機隊，以及貨運網絡增添新航線。我們不久前也接收了第十架波音747-8貨機，今年年底，我們的機隊便會有13架波音747-8貨機。由10月起，國泰航空每周會有四班航機前往馬爾代夫首都馬累；港龍航空也會有航班直達柬埔寨暹羅，我們會利用前往這兩個旅遊勝地的航機的機腹貨艙提供貨運服務。

遷進香港新航空貨運站的工作繼續進行；自8月起，所有經國泰貨機運送的貨物均已由新貨運站處理。新貨運站的啟用及貨運服務的暢順運作實有賴客戶的支持；也感謝貨運代理在經營環境困難的時期跟我們並肩同行，期望第四季的業務會一如預期重拾升軌。

James Woodrow
Director Cargo
國泰貨運董事章靖

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By Leo Williams

Game on

迎接新挑戰



Cathay Pacific's new Director Cargo shares some insights about what's in store
新任國泰貨運董事暢談他的業務策略

JAMES WOODROW has the sort of safe hands that come from years of experience in the industry. As he takes the helm as Director Cathay Pacific Cargo, the father of four is well aware of the difficulties he will face, but also of the valuable tools he has at his disposal and how to use them to take the airline's cargo strategy forward in these challenging economic times.

"I've been with Swire for 23 years and spent 15 of those years in shipping, mainly in Sydney, but I also worked in Papua New Guinea, where I started – in Port Moresby," he recalls.

"Six years ago I moved from ships to planes, and moved into Cathay Pacific as General Manager, Japan for two years. Four years ago, I came into

the cargo area with a year running China and Hong Kong sales, and then [General Manager Cargo Sales and Marketing] for three years."

With the experience there also comes a passion for the job. "The most interesting thing is you're dealing with a global team of over 70 offices around the world; wherever Cathay Pacific is flying passengers or freighters, there's an office with a sales team," he says.

"So it's been good and it's been interesting trying to ensure everyone's on the same page and heading in the right direction when you have people dispersed around the world; trying to engender a feeling of being part of a cargo team, so that everyone's working together.

在業界累積多年經驗，令韋靖擁有穩定大局的能力。當他接掌國泰貨運董事一職時，這位育有四名子女的父親深明他面對重大挑戰，在這充滿挑戰的經濟環境下，如何運用手上寶貴的資源，有效地推動公司的策略向前邁進。

他憶述：「我已在太古集團服務了23年，其中15年在船運部門，主要駐悉尼，但也曾在巴布亞新幾內亞工作——在莫士比港開展我的事業。」

「六年前我從船運轉到空運，調職到國泰出任日本區域總經理兩年。四年前加入貨運業務，其中一年專責中國和香港的貨運營業部，其後出任貨運營業及市務總經理三年。」

他不僅擁有豐富經驗，對工作也滿懷熱忱：「最讓我感興趣之處，是你管理遍佈全球逾70個辦事處的環球團隊。不管是國泰航空的客機或貨機，所到的航點都設有營業部的辦事處。」

"My focus up to now has been on the commercial side, so I'm looking forward to getting more involved on the cargo services side.

"We've big issues there as far as safety and security, both as an industry and as Cathay Pacific. We need to focus on them and ensure safety is at the forefront of everything we do. Whether it's the carriage of lithium batteries, or whether it's moving heavy pieces, it's about making sure we have in place all the procedures to ensure we are carrying these safely.

"In an ever more complex world, with the requirements imposed on us, particularly with security by the [United States government], the regulations are changing and developing literally hour by hour, and we have to be sure we're on top of that."

James says Cathay Pacific's three main businesses – Asia to the Americas, Asia to Europe and intra-Asia – are in different stages of development in response to global economic conditions, which poses different challenges and an evolution in Cathay Pacific Cargo's strategy.

"Unsurprisingly, Asia-Europe is a difficult market at the moment. If we're lucky we may see a recovery towards the second half of next year," he says. "That makes it difficult when one of your three markets is very soft. It has implications for all our markets in terms of excess capacity."

He says that Asia to the Americas has held up much better. "I think there's potential and pent-up demand there, in as far as consumers in the United States have started to save in the past couple of years, and US companies have a lot of cash on their balance sheets and haven't been investing because of the global uncertainty. It just needs that step in confidence where consumers really start spending and companies will then start investing."

James says Intra-Asia has grown "almost despite what's happening in the rest of the world". But changes are



occurring that require Cathay Pacific to be at the top of its game.

"For us there have been changes as far as where the manufacturing is taking place. In China, as manufacturers search for cheaper labour, they are going inland to the three Cs [Chengdu (CTU), Chongqing (CKG) and Zhengzhou (CGO)]. This has meant we've had to extend our freighters to new markets to pick up their exports.

"Also, you see markets such as Vietnam developing. Samsung has a huge factory in Hanoi, which is doubling its output by the end of this year. Twenty years ago, all the garment manufacturing was in China. Now it's all in Sri Lanka, Bangladesh and India.

"The fact we have a hub here in Hong Kong means we can service the global needs of these different origins. It means we have to connect the Dhakas, Colombos or Indian

ports into our network. It makes our job more complicated because now we have to become a network carrier. Previously, simply servicing the Pearl River Delta and Yangtze Delta, we could very much go origin to destination. Now there's a lot more sixth-freedom traffic – cargo going beyond our hub."

James cites fuel prices, excess supply and weak demand as the culprits making freight-operations profits elusive.

"I think a challenge over the next 12 months is really to improve the profitability of our overall operation," he says. "The priority is a safe operation, but also a profitable one."

He says economic stability led by a US recovery and continued growth in Asia will help get the cargo business growing again, and starting new destinations. "I'd hope that we'd be



James Woodrow and family visit the Taj Mahal (left). High-value electronics (above) present new challenges and opportunities for James and his team

韋靖及家人遊覽泰姬陵時留影（左圖）。對韋靖及他的團隊來說，運送高價值電子零件（上圖）既是新挑戰，亦是拓展業務的大好良機

flying to four or five new destinations. Hopefully we'd have opened up some new destinations in Africa. At the moment we just have one passenger flight to Johannesburg. There's been a lot of Chinese investment in Africa, and we'd be looking to open that up over the next 12 months.

"We'll keep looking as far as adding destinations within Asia. That's very much our core business. The passenger side is continuing to expand with new planes, and these new planes have increased cargo capacity. So every new B777 or A330 that comes online, that's another mini-freighter and that will continue to expand our network, both long-haul and intra-Asia."

New strategies for a changing game, and it seems the man now at the helm of cargo has the safe hands to play to new rules.

「因此，這份工作的成功感，在於要致力令派駐世界各地的團隊成員同心同德，方向一致；同時讓貨運團隊裡每一名成員都有歸屬感，做到群策群力。」

「我一直專注於拓展業務。因此，我期待投放更多時間及精力在貨運服務方面。」

「對於航空業和國泰來說，安全和保安都是重要的議題。我們必須專心一志，確保安全至上。無論是運送鋰電池還是重型物件，必須確保一切程序安排妥當，安全付運。」

「隨著世界各地的保安要求日趨繁複，我們受到更多條例的規管，尤其是（美國政府）提高了對保安的要求，法例更是不斷修改，幾乎每小時都有新發展，所以我們必須掌握先機。」

韋靖指出，國泰有三大主要市場——亞洲往來美洲、亞洲往來歐洲，以及往來亞洲區內各地。因應全球經濟環境，這三個市場處於不同發展階段，令國泰貨運需要面對不同的挑戰，以及作出策略調整。

他說：「眾所周知，亞洲往歐洲的市場目前正面對重重困難。如果運氣好的話，預期明年下半年才會復甦。由於在三大市場當

中，其中一個市場疲軟，導致運力供過於求，對所有市場都會帶來影響。」

他表示亞洲往美洲的市場保持較佳表現。

「我認這個市場的需求受到抑制，故具有釋放的潛力，因為過去數年間，美國消費者開始儲蓄，而美國公司的資產負債表反映他們累積了大量現金，只是受制於全球不明朗環境，而未敢大舉投資。只要恢復信心，消費者重新開始消費，那麼企業也會開始投資。」

韋靖指出，亞洲「幾乎不受全球其他地區的市況影響」，區內業務持續增長。不過，情況正出現變化，國泰必須通觀全局，掌握先機。

他說：「我們看到製造業出現轉變。在中國，生產商為了尋求廉價勞動力，將生產基地轉移往內陸3C城市：成都（CTU）、重慶（CKG）和鄭州（CGO）。因此，我們已開辦了貨運航線為這些城市提供更多運力，以應付貨物付運。」

「此外，新興市場如越南不斷發展。三星在河內設立大型廠房，到了今年年底產量將會倍增。在20年前，全球製衣業均集中在中國生產，現在，製衣業已分佈於斯里蘭卡、孟加拉與印度等地。」

「香港作為航空樞紐，讓我們可以為這些不同地區的環球需要提供服務，這表示我們要把貨運網絡連接達卡、科倫坡或印度的港口，我們的工作因而變得更複雜。以往我們在珠江三角洲和長江三角洲的網絡，已足夠為大部份貨物提供點對點的空運服務。現在需要將網絡伸延，由香港這樞紐轉運至其他地區，這則牽涉了第六航權安排。」

韋靖列舉燃油價格高企，供過於求和需求疲軟等因素，是貨運收益表現欠佳的主因。他說：「我認為未來一年的挑戰，是要提高整體營運的盈利。營運安全當然仍然是我們的首要考量，但盈利也同樣重要。」

他認為隨著美國復甦及亞洲經濟持續增長，經濟發展漸趨穩定，可望推動貨運業再次興旺，促使開辦新航點。

「我希望可以開辦四至五個新航點，其中包括非洲的航點。現時我們只有一條客運航線飛往南非約翰內斯堡，中國在非洲有大量投資項目，我們希望在未來一年可以開辦非洲新航線。」

「此外，我們將緊貼市場發展，繼續爭取在亞洲區內增設新航點；這是我們的核心業務所在。在客運方面，我們繼續擴充機隊，新航機可以提升貨運力。因此，每一架波音777或空中巴士330新客機投入服務，便相當於有一部小型貨機啟航，並能不斷拓展長途航線和亞洲區內航點的貨運網絡。」

隨著市場遊戲規則改變，新的市場策略應運而生。在新任貨運掌舵人領導下，貨運業務可望在新規則下穩步前進。CC



A taste for the job 工作熱忱

By Leo Williams

Cathay Pacific's new General Manager, Cargo Sales and Marketing is enthusiastic about his new role – and the red wine that he makes

國泰航空新任貨運營業及市場總經理對新職滿懷熱忱，而他同樣熱衷於釀製紅酒

MARK SUTCH is everything you would expect of a Cathay Pacific executive – experienced, well travelled, multilingual, and with energy and enthusiasm to burn.

Taking on the global cargo mantle during difficult market conditions is the sort of challenges that will test his 15 years of experience in ports around the world with Asia's premium airline.

Cathay Pacific's new General Manager, Cargo Sales and Marketing, based in Hong Kong, moves from his job as Revenue Manager, Europe/Southwest Pacific, also based in Hong Kong.

And yes, you've probably realised by now, Mark is the son of Peter Sutch, former Swire taipan and Chairman and Managing Director of Cathay Pacific.

"You know, we only overlapped in the company by a matter of months," he recalls. "It's been 15 years since he left Cathay Pacific." The son's respect for his father is evident, as is

an enduring Sutch trait of carving out your own future. "He's always been a role model to me," he says. "But having said that, one likes to make their own mark on whatever they do."

For Mark, Hong Kong is a special place, and his siblings Jeremy, a banker, and Annabel, a veterinarian, both live in the city. "I was born here and it's great to be living here again," he says. "Any time I spend away from Hong Kong with Cathay Pacific, it always feels like coming home when I return."

Mark holds a pilot's licence (single engine) but flying is restricted in Hong Kong, so in his spare time likes to make a drop or two of wine, a pastime that soaks up some of that trademark enthusiasm. "I'm currently making my third vintage in Bordeaux," he says proudly. "It's just a barrel a year, around 300 bottles of vintage. I do the blending. I broker the grapes and obviously the winery, but I blend

myself." And while he doesn't promise that it's a wine to rival Cathay Pacific's First Class offering, he's been happy with his efforts so far. "Our label is called Les Frères Sutch, *frère* meaning brother in French, and my brother is a co-investor," Mark explains.

In addition to his time in Europe and prior to his Revenue Manager role, Mark's other senior positions have included Country Manager, Philippines and Country Manager, Sri Lanka and the Maldives, as well as Line Operations Manager in Hong Kong. "During those roles you deal with the cargo in each country, from an operations as well as a sales point of view, so basically I'm coming to a more global role, having seen cargo at a more local sales territory level," he says.

Mark is under no illusions about the challenges ahead. "The cargo market has been depressed for a number of years, so I think the biggest challenge really is going to be doing

what everyone's trying to do, which is matching your capacity to the demand.

"Given the state of the market, one of the other challenges will be motivating the team. It's been a tough time. But we believe in the high-quality product that we offer, and we're confident that there will be an upturn shortly.

"In terms of our competitors, we have seen the emergence of the Middle Eastern carriers," says Mark. "Then you've got specialist operators."

He says the integrators, such as FedEx and UPS, provide an area that Cathay Pacific could look to for more opportunity. "They're brilliant at door-to-door delivery, but that little bit in-between – say, moving the package long-haul from Hong Kong to North America – maybe we can do more of that. So we're seeing where we can work with the integrators to seek better efficiencies."

Mark says Cathay Pacific can also work on being more flexible in chasing cargo. "We're constantly looking at new routes, and by the beginning of next year we'll have 13 Boeing 747-8 Freighters, the most modern freighters in the world, so we've got an efficient fleet and we're willing to go after the cargo, wherever that may be," he says.

Mark says the fourth quarter of this year will really show whether next year will be a success, as a good peak season, "might be a sign of sustained growth in the cargo market next year".

As for his new role, Mark recognises the learning curve in handling one of the world's great cargo outfits. "I've seen cargo from many different angles," he says, "but I've got a lot to learn and a lot to learn from the team, so I'm looking forward to working with them."

新任國泰貨運營業及市務總經理薩孟凱工作經驗豐富，足跡遍全球，能操多國語言，為人熱情和充滿幹勁，堪稱國泰行政人員典範。

在市場疲弱下接任駐香港的環球貨運部主管，絕對需要倚靠他過去15年在國泰服務期間，在全球各航點累積的營運經驗。

薩孟凱接任新職之前，擔任歐洲及西南太平洋收益經理，工作地點也是在香港。



Currently making its third vintage, Mark and his brother Jeremy's label produces some 300 bottles a year

薩孟凱與兄弟Jeremy的葡萄酒品牌
每年生產約300瓶佳釀，現時正在
釀製第三批年份酒

沒錯，你或許已知道薩孟凱是前太古洋行大班及國泰航空主席兼董事總經理薩秉達（Peter Sutch）的兒子。他憶述道：「我和父親共事的時間只有短短幾個月，他是在15年前離開國泰。」兒子對父親尊敬有加，而且同樣擁有「前途由我創」的家族性格。薩孟凱說：「我以他為榜樣，不過每個人都想在繼承前人事業之餘，也能留下自己的印記。」

薩孟凱跟香港特別有淵源，他的兄弟姊妹

也住在香港，Jeremy是銀行家，Annabel則是獸醫。他說：「我在這裡出生，能再回來這裡居住真好。每次因為國泰的人事調動而暫別香港，回來時總有回家的感覺。」

薩孟凱持有飛機師執照（單引擎飛機），但在香港駕飛機有不少限制，因此他公餘時喜歡親手釀製葡萄酒。他自豪地說：「我正釀製我的第三批波爾多陳年酒，每年只產一桶，大約等如300瓶，全是我親手調配的，雖然我是經中介公司購入葡萄和釀酒廠，但調配過程卻由我親自動手。」他不敢保證自釀的酒能夠媲美供應國泰頭等艙的佳釀，不過已經相當滿意。

「我們的品牌名為Les Frères Sutch, frères是法文，意思是兄弟，顧名思義，我的兄弟也有份投資。」

薩孟凱除了曾在歐洲居住，在任職收益經理之前，還擔任過多個高職，包括菲律賓地區經理、斯里蘭卡及馬爾代夫地區經理，以及在香港擔任航線營運經理。他表示：「以往出任這些職位時，我要處理那些國家的貨運情況，不但要管理日常營運，還要兼顧銷售角度。因此，我可以將這些地區貨運銷售的經驗，帶到現在更國際化的新職位上。」

對於眼前的挑戰，薩孟凱沒抱半點僥倖心理，他說：「貨運市場這幾年都鬧不景氣，我認為目前最大的難題，就跟其他公司一樣：必須按需求調整貨運力。」

「在現時的市況底下，我認為另一個難題是如何提高團隊的士氣。這是個艱難的時期，但我對國泰提供的優質服務充滿信心，我們相信業績會在短期內回升。」

「至於我們的競爭對手方面，中東貨運公司正急速冒起。此外，市場上還有不少專長運送某些貨品的貨運公司。」

薩孟凱表示，國泰航空或許可以與FedEx和UPS等一站式貨運公司合作，尋求更多商機。他說：「他們擅長上門收貨及送貨到府的服務，但收貨及送貨之間的運輸，例如以長途機將貨物由香港運到北美，我們或許可以擔當更大角色。因此，我們正致力尋找與一站式貨運公司合作的機會，以提升效率。」

薩孟凱又指出，國泰的貨件追蹤服務可以加強靈活性：「我們不斷研究開辦新航線。明年初，我們的機隊將有13架波音747-8貨機，那是現時全球最先進的貨機。這支機隊的效能很高。我們也會追蹤貨件，不管它們在什麼地方。」

薩孟凱同時指出，第四季是貨運高峰期，它的成績會預示明年的業績會否改善。如果第四季表現理想，「來年的貨運市場或許也會持續增長。」

至於他的新崗位，他明白到接手管理全球其中一個最大規模的貨運業務，會有一個學習過程。「雖然我曾經從不同角度去觀察貨運業務，但仍然有很多地方可以向貨運團隊學習，我很期待與他們共事的日子。」 CC

We believe in the **high-quality product** that Cathay Pacific offers
我對國泰提供的**優質服務**充滿信心

By Cynthia Rosenfeld

Into the blue

水天一色

The Maldives offers sand, sea, sun and water sports – plus some of the world's finest luxury resorts
馬爾代夫水清沙幼，有無盡的陽光海灘及刺激的水上活動，還為旅客提供世界頂級豪華度假村

BARELY MORE than a series of sandbanks in the Indian Ocean, the Maldives' 1,190 coral islands off the southwest coast of India offer ideal jumping off points for an under- and over-water world of kaleidoscopic activities for travellers of any fitness and experience level. Those who fear boredom between the baby-powder-soft sand and the azure to indigo sea may be surprised by the diversity of energising options among these idyllic atolls.

Clownfish, oriental sweet lips and Napoleon wrasse add a veritable rainbow to the pristine waters surrounding the Four Seasons Resort Maldives at Landaa Giraavaru on an 18-hectare isle in Baa Atoll, located less than one hour's seaplane flight north of Malé International Airport. Here, guests can watch regal angelfish, Picasso triggerfish and sergeant-major damselfish swim into view beneath cushioned massage beds inside the spa's glass-bottom treatment suites. More active

travellers will want to plunge into this marine scene that's a great choice for first-time snorkellers. Divers and snorkellers can join the hotel's marine biologists from The Manta Trust. The organisation collects data to better understand the more than 1,500 manta rays at Hanifaru Bay – which is now a UNESCO World Biosphere Reserve within Baa Atoll – just a short speedboat jaunt from the Four Seasons.

Some may wish to bypass island living altogether for aquatic immersion aboard the *Four Seasons Explorer*. This 39-metre, triple-deck luxury catamaran accommodates up to 22 guests for three-, four- and seven-day cruises between deserted islands and picturesque sandbanks. A typical day onboard the vessel, which can also be chartered, might include the opportunity to swim among bottlenose dolphins. Snorkel or dive with a marine biologist in rarely visited waters, home to giant wrasse, spotted eagle rays and sharks. The yacht's dive centre is managed

馬

爾代夫位於印度西南岸對開的印度洋上，由一連串宛如沙洲的1,190個珊瑚島組成。這個度假勝地提供游泳及潛水等難度不一的水上活動，讓不同體能及經驗的旅客都可找到合適的活動。如果旅客認為只是置身於細軟白沙及湛藍海水而不夠刺激的話，一定會對那裡多樣化的精采刺激活動感到驚喜。

小丑魚、條斑胡椒鯛、蘇眉等熱帶魚，為馬爾代夫蘭達吉拉瓦魯島四季度假酒店的海域增添繽紛色彩。酒店坐落在芭環礁一個佔地18公頃的小島上，從馬累國際機場搭乘水上飛機向北航行約一小時即可抵達。在水療中心的套房內，住客躺在按摩床上可以透過玻璃地板觀賞帝王神仙魚、畢加索鱗魨和五間魔雀鯛自在地悠游。熱愛運動的旅客定會情不自禁投身海洋，因為那裡最適合浮潛初哥一試身手。潛水及浮潛愛好者更可以跟隨來自The Manta Trust基金會的海洋生物學家，一同探索海洋生態；該基金會透過蒐集相關數據，深入了解芭環礁的哈尼法魯灣超過1,500條蝠魟的生態。芭環礁已被列為聯合國教科文組織世界生物圈保護區。從四季酒店乘坐短程快艇即可到達哈尼法魯灣。

旅客也可以選擇不在島上住宿，登上「四季探險家」號遊船徜徉於藍天碧海之間。這艘三層高、長39米的豪華雙體船可以容納22位乘



Four Seasons Resort Maldives at Landaa Giraavaru (above) features 102 luxury villas. The Maldives is filled with colourful marine life (left) in waters that are ideal for snorkelling (below)

馬爾代夫蘭達吉拉瓦魯島四季度假酒店（上圖）提供120間豪華別墅。馬爾代夫的海洋生態豐富多姿（左圖），正是浮潛的好去處（下圖）

客，在偏遠小島和風光如畫的沙洲之間遨遊三天、四天或七天。遊船亦可供私人租賃。遊船的活動日程一般包括：在海裡與瓶鼻海豚暢泳，以及與海洋生物學家結伴至人跡罕至的水域浮潛或潛水，探索巨型隆頭魚、斑點鷹魷和鯊魚的出沒地點。遊艇附屬的潛水中心由國際潛水導師主理，可為旅客提供優質潛水裝備。在遊船上，你可以享受四季酒店水療中心按摩師提供的按摩服務，舒緩肌肉疲勞，或是由船員安排你搭乘當地的漁船dhoni於黃昏出海垂釣，又或是在沙灘上享用一頓燒烤晚餐。此外，四季酒店與在馬爾代夫一帶舉辦水上飛機衝浪旅程的澳洲衝浪遊公司Tropicsurf合作，一年舉辦數次衝浪歷險團。

同樣位於芭環礁，安納塔拉集團的馬爾代夫克哈瓦島度假村除了有令人讚歎萬分的水底餐廳、絕佳的水療服務，以及散佈水面的78座別墅外，還提供各式各樣的水上活動。你也可以登上長25米、設有兩個豪華客艙及駐船廚師的安納塔拉Ocean Whisperer

by international instructors and is equipped with top-quality gear. Back onboard, Four Seasons spa therapists unknot swimmers' muscles while staff arrange sunset fishing from traditional *dhoni* sailboats and dig dinner tables into the sand for beach barbecues. Several times each year, Four Seasons offers surf safaris in conjunction with Tropicsurf, an Australian surf-coaching outfit that also runs seaplane surf trips around the Maldives.

Back in Baa Atoll, Anantara Kihavah Villas encompasses an array of aquatic endeavours beyond its stunning underwater restaurant, exceptional spa treatments and 78 sprawling villas. Climb aboard Anantara's 25-metre *Ocean Whisperer* yacht – complete with two swanky cabins and an onboard chef – to participate in the Turtle Quest excursion. It is common to see and snorkel among four or more green and hawksbill turtles on this half-day outing. Sail farther into the blue near Hanifaru, where whale sharks migrate between August and November, and to Manta Point, considered one of the best spots on Earth to see these graceful fish. Return to swim laps in the Anantara swimming pool or unwind on one of the traditional *jhoola* swings, cocktail in hand.

Baa Atoll's original luxury island retreat, Soneva Fushi, comprises 65 villas with open-air garden bathrooms but what sets this barefoot-chic camp apart are the water sports available in the surrounding turquoise waters, from kayaking and wakeboarding to kite and windsurfing. Or rise before the equatorial sun to fish by dhoni for



Stay calm: the spa at the Four Seasons Resort Maldives at Landaa Giraavaru

身心放鬆：蘭達吉拉瓦魯島
四季度假酒店的水療中心

WEBSITES 資訊一覽

Anantara Kihavah Villas

www.kihavah-maldives.anantara.com

Four Seasons Explorer

www.fourseasons.com/maldivesfse

Four Seasons Resort

Maldives at Landaa Giraavaru

www.fourseasons.com/maldiveslg

Maalifushi by COMO

www.comohotels.com/maalifushi

Six Senses Laamu

www.sixsenses.com/resorts/laamu/destination

Soneva Fushi

www.soneva.com/soneva-fushi-maldives

Tropicsurf

www.tropicsurf.net

barracuda, wahoo and rainbow runner. Come back to trek around Eco Centro, Soneva Fushi's pioneering sustainable agriculture project where a resident permaculturalist shows guests how the resort "turns waste into wealth". Activities continue here after dark when marine biologists lead snorkel safaris around the island's lagoon to view less commonly seen nocturnal marine creatures such as moray eels, lionfish, octopus, sea snails, lobsters and feather stars.

Aquatic pursuits are no less abundant in the Maldives' southern atolls. At the 97-villa Six Senses Laamu in Laamu Atoll, reef sharks, eagle rays, stingrays, barracudas, turtles, lionfish, long-nose filefish and Napoleon wrasse – plus an extraordinary diversity of corals – thrive off the unspoiled Olhuveli Island. Above water, Laamu's surf coach helps guests catch some waves.

Before the end of 2013, Maalifushi by COMO will open in the otherwise undeveloped Thaa Atoll, a 50-minute seaplane flight south from Malé. Calm, shallow waters around Maalifushi provide a protected enclave to learn catamaran sailing while the open water offers challenges for more experienced sailors.

Spot some interesting characters on the Turtle Quest excursion

參加海龜探索之旅觀賞
這種可愛的海洋生物





Before sunset: take a romantic voyage aboard the *Ocean Whisperer*

夕陽美景：乘坐
Ocean Whisperer號
展開浪漫航程



Ride the waves, courtesy of the *Four Seasons Explorer* (left); *Soneva Fushi* resort (right) is ideal for family fun

四季探險家號遊船提供刺激的水上活動（左圖）；**Soneva Fushi**度假酒店（右圖）適合全家度假

號遊艇，展開海龜探索之旅。在半天的航程中，旅客有機會與綠海龜和玳瑁一同於海中暢泳。每年8月至11月洄游的鯨鯊會在哈尼法魯灣附近出沒，遊船會駛到這一片湛藍海面，然後前往全球觀賞鯨鯊的最佳地點之一Manta Point。回到度假村後，你可以在泳池中暢泳，或是坐在傳統jhoola搖椅享用一杯雞尾酒，靜度悠閒時刻。

Soneva Fushi是芭環礁首家豪華島嶼度假村，其65座別墅均設有露天花園浴室。這個崇尚自然卻又摩登的度假村獨到之處，是為住客在碧海中提供各式水上運動，包括獨木舟、

滑水、風箏衝浪和滑浪風帆等。你也可以趕在日出前乘搭傳統的馬爾代夫漁船dhoni出海捕捉梭魚、棘鰭或雙帶鰻。然後在度假村開闢的持續農業發展項目Eco Centro一帶遠足，駐農莊內的保育專家會向遊客介紹度假村如何廢物利用，「化廢物為財富」。入夜後，你還可以跟隨海洋生物學家出海探險，在島嶼一帶的潟湖浮潛，觀看罕見的夜間海洋生物，包括海鰻、獅子魚、八爪魚、海螺、龍蝦及海百合等。

在馬爾代夫南部的環礁，各式各樣的水上活動一樣精采。位於拉姆環礁的Six Senses

Laamu度假村，合共設有97座別墅。度假村所在的Olhuvveli島附近水域可以找到礁鯊、鷹缸、刺缸、梭魚、海龜、獅子魚、尖吻單棘魷和蘇眉等海洋生物，以及品種眾多且繁衍茂盛的珊瑚礁。另外，度假村的衝浪教練亦會向有興趣的遊客提供衝浪課程。

即將於2013年底前開幕的Maalifushi by COMO精品酒店，坐落於尚未開發的Thaa環礁，從馬累搭乘水上飛機前往需時50分鐘。酒店一帶水淺平靜，是學習駕駛遊艇的安全地點，而經驗老到的駕駛者則可以到較遠的開放水域一展身手。 **CC**

Island bounty

富饒之島

While the Maldives may import much of its food and capital goods, its abundance of fresh seafood means its export levels are healthier than ever

馬爾代夫進口大量食品及資本貨物，同時盛產新鮮海產，其出口貨量不斷上升

The countless atolls and islands of the Maldives harbour rich fishing grounds

馬爾代夫有無數的環礁及小島，四周海域的漁獲豐富

THE ISLAND NATION of the Maldives is famed for its clear waters and hundreds of sandy islands. That means the Maldives has a lot of fish but not a lot of arable soil: conditions reflected in its imports and exports.

Kapila Santhapriya, Cathay Pacific Cargo Manager, Sri Lanka, says that due to poor soil and the scarcity of farming land in the islands, agriculture is limited to a few subsistence crops such as coconuts, bananas, breadfruit, papayas, chillies and sweet potatoes. Even the local supply of these is less than the demand and almost all fruit and vegetables are imported. Clothing, textiles and capital goods make up the rest of the air-cargo imports.

But flying out of the country are fresh fish such as groupers and tuna, in addition to chilled, dried and ornamental fish. Exports comprise some

30 million kilograms a year, says Kapila, with most of it shipped between August and March. The seafood is sent to Hong Kong, Japan, Europe, the United States, Taiwan and Australia, with small quantities going to Mainland China.

This October, Cathay Pacific will introduce four flights a week to the capital Malé, where airport facilities include a cool/freezer room capable of maintaining exports at -25°C to +16°C and imports at -18°C to -15°C and +2°C to +8°C.

Kapila says Cathay Pacific Cargo's advantage is the ability to provide immediate connections with a reduced transit time for special products. Cathay Pacific's flights will arrive in Hong Kong in the early morning and connect the same morning to all Far Eastern destinations, in addition to same-day arrivals to other key destinations around the world.

Cathay Pacific Cargo's appointed cargo sales agent will handle shipments in Malé along with ground-handling agent Maldivian Airport Company, under supervision of Cathay Pacific staff from Colombo, Sri Lanka.

島

國馬爾代夫以碧海藍天的美景及美麗的沙灘和小島聞名於世，當地有豐富的漁產，卻缺乏適合耕種的土地，其進出口貨物的情況，便具體反映出這種自然條件上的差異。

國泰航空斯里蘭卡貨運部經理Kapila Santhapriya指出，鑑於土地貧瘠和缺乏農耕地，馬爾代夫的農業只限於種植當地民眾賴以為生的農作物，例如椰子、香蕉、麵包果、木瓜、辣椒及蕃薯等。然而，當地土產的農作物還是供不應求，大部分蔬果需倚賴從外地進口，其餘的空運進口貨品包括衣物、紡織品及其他資本貨物。

空運出口的貨物則以鮮魚為主，例如石斑和吞拿魚等；其他出口貨品還包括冷凍和曬乾的漁產，以及觀賞魚等。Kapila指出，當地每年出口約3,000萬公斤漁產，主要出口月份集中於8月至翌年3月，出口地以香港、日本、歐洲、美國、台灣和澳洲為主，也有少量空運至中國內地。

今年10月，國泰航空將開辦往返首都馬累航線，每周有四個航班。當地機場的設施包括冷藏室，可以攝氏零下25度至16度的溫度存放出口貨品，進口貨物則可以攝氏零下18至零下15度，以及攝氏2至8度的溫度保存。

Kapila強調，國泰貨運的優勢在於提供直接接駁班機，縮短特殊貨物的轉運時間。國泰的航班於清晨時間抵達香港，趕得及接駁當天上午飛往遠東地區其他城市的航班，並確保貨品可以在同一天內送抵全球各地主要航點。

在來自斯里蘭卡科倫坡的國泰航空職員的監督下，國泰航空委派的貨運代理及馬累機場有限公司的地勤人員，將在馬累共同處理空運貨物的運送事宜。CC

CARGO SERVICES TO MALDIVES 前往馬爾代夫的貨運航班

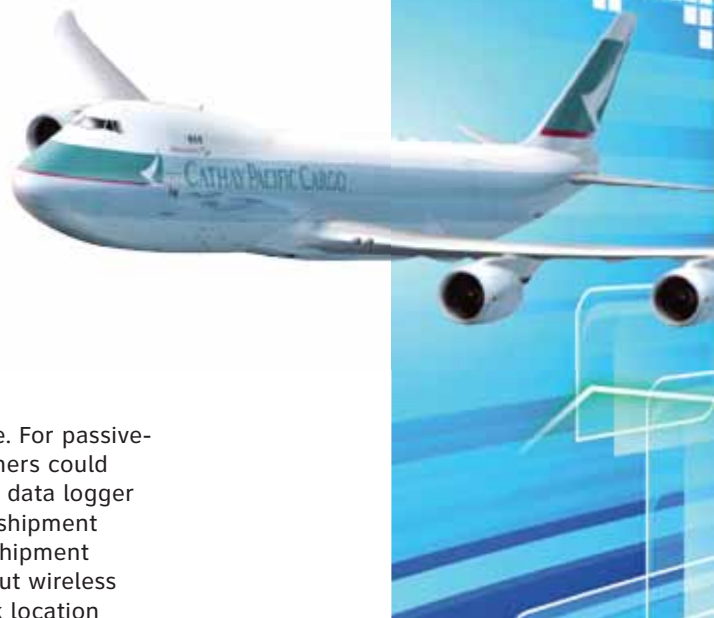
Flight No. 航班編號	Routing 航線	Depart 起飛	Arrive 抵達	DOW 運作日子
CX601	HKG-MLE	1715	2125	Wed, Thu, Sat, Sun
CX602	MLE-HKG	2335	0855+1	星期三、四、六、日

The control factor

全面監督

Cathay Pacific Cargo has approved the use of wireless sensor devices that can monitor shipments throughout their journey

國泰貨運已認可的數據追蹤裝置，能夠在整個運輸過程中監察貨物的狀況



VALUABLE pharmaceutical shipments must be maintained at a specified temperature range while being shipped across the world. Steppers – enormous machines costing millions of dollars, used to manufacture LCD panels – must not be subjected to excessive vibration while in transit.

In the past, these handling requirements could cause headaches for shippers, but they can now monitor the temperature – as well as how items are handled throughout a shipment – using tracking devices approved by Cathay Pacific Cargo.

Jack Lo, Cathay Pacific Cargo Product and Marketing Manager, says pharmaceutical shippers demand temperature-shipping-information transparency. “Shippers need to ensure they can follow the shipment temperature if they want to, and their suppliers can receive timely information when a shipment temperature is at risk during the shipment journey.” If any changes in temperature occur, the airline can act to rectify the problem, he says.

Pharmaceutical companies need evidence that shipments have been maintained within a given temperature range before products are delivered to the market. Previously, only milestone temperatures on active

containers were possible. For passive-solution packing, customers could use a traditional passive data logger and could only find out shipment temperatures after the shipment completed its journey. But wireless sensor devices can track location and environmental conditions during air and ground transportation and provide proactive pre-alerts that can trigger action to mitigate any possible problem that might arise.

Cathay Pacific Cargo has approved the use of these devices:

- SENTRY FlightSafe by OnAsset Intelligence
- SenseAware powered by FedEx
- Blue Tag by Kuehne + Nagel

Adam Crossno, President and Chief Executive of OnAsset Intelligence, says the company is pleased that the FlightSafe network now extends to Asia. “Approval by Cathay Pacific is a major milestone for OnAsset customers who monitor cargo across the globe,” he says.

SENTRY FlightSafe includes multiple sensors to monitor temperature, humidity, pressure, shock, location and vibration. FlightSafe also enables the device to use multiple modes of sensing and automatically turns off its wireless transmitting radios to ensure safe and FAA-compliant operation throughout the flight.

SenseAware powered by FedEx was

Wireless sensors can monitor temperature, humidity, pressure, shock and vibration

無線感測器能監察溫度、濕度、壓力、撞力及震動情況

initially designed to meet the needs of the life-science, biotechnology, pharmaceuticals and healthcare industries. Apart from sending near real-time statistics, it can also alert if a shipment is opened or if the contents have been exposed to light.

Tim Scharwath, Executive Vice President Air Logistics of Kuehne + Nagel International, which uses Blue Tag devices, says that, generally, security rules prohibited the active use of mobile sensors during the air transport.

“However, together with a number of airline partners, Kuehne + Nagel thoroughly tested low-emission devices that can stay active during the flight so that the temperature is being constantly measured and reported practically in real-time.”



運

送貴重的醫藥品往世界各地時，必須保存於特定的溫度。步進機用於生產LCD液晶體平板顯示器，其體積巨大，價值數以百萬元計，在運送過程中必須避免受到過度震盪。

過去，處理這些貨品的嚴格要求，往往令付貨人相當頭痛；現在他們可透過國泰貨運認可的追蹤裝置，在整個運送過程中監察溫度和貨件的處理情況。

國泰貨運產品及市場經理羅錦彪表示，醫藥品付運人要求在運送過程中，溫度及處理貨物的資訊具透明度。「付運人希望能確保他們有需要時可以追查貨物的溫度；此外，當貨物在運送途中出現溫度問題，他們的供應商能及時取得資訊。」他指出，一旦溫度出現變化，他們希望航空公司即時採取行動，將問題修正。

製藥公司把產品運往市場前，會要求貨運商出示證明，保證貨件在運送過程中，一直保存於特定溫度範圍內。以往，只有「主動式」集裝箱方可把貨件於各個重要時點的溫度記錄下來；如客戶採用被動式方案裝箱，就只能在貨件運抵後，透過傳統被動式數據記錄器獲取運送途中的溫度數據。

然而，無線感測裝置則可於空中或地面運送過程中，隨時追蹤貨物所在的位置及溫度環境，並在任何問題可能出現之前，及時作出預警。

國泰貨運認可使用以下各種追蹤裝置：

- OnAsset Intelligence提供的SENTRY FlightSafe
 - FedEx研發的SenseAware
 - Kuehne + Nagel出品的Blue Tag
- OnAsset Intelligence主席兼行政總裁

Adam Crossno表示，FlightSafe網絡能拓展至亞洲，他們深表欣慰。他說：「對於通過OnAsset來監察貨物運送到全球各地的客戶而言，能夠獲得國泰航空認可，可說是重要的里程碑。」

SENTRY FlightSafe內置有多重感測器，分別監察溫度、濕度、壓力、撞擊、位置及震動情況。同時，它具備一項名為「FlightSafe®」的功能，能容許裝置使用多種感測模式，以及自動關閉無線傳輸功能，以確保飛機安全航行，並且能符合美國聯邦航空總署的相關規定。

由FedEx提供的SenseAware，最初是為了滿足生命科學、生物科技、醫藥及保健這些行業的需求而設計，除了發送幾近即時的數據外，如貨物在運送途中被開啟，又或所載物品暴露於光線之下，亦會即時發出警示。

Kuehne + Nagel International的航空物流行政副總裁Tim Scharwath則表示，基於保安條例，流動感測器一般會被禁止在航空運送途中持續使用，因此他們採用了Blue Tag裝置。

但他表示：「Kuehne + Nagel International及多家夥伴航空公司進行嚴密測試後，發現低放射性裝置可在飛行途中保持運作；如此一來，便能持續測量貨件的保存溫度，幾乎等於實時報告。」CC

If any changes in temperature occur,
the airline can act to rectify the problem

一旦溫度出現變化，航空公司會採取行動，
將問題修正

Time & motion

分秒必爭

Planning, design, technology and cooperation at Cathay Pacific's new cargo terminal in Hong Kong has created new efficiencies
國泰航空全新空運貨站，無論在規劃、設計、科技及營運各方面，均為香港空運業帶來裨益

THE TRUCK drivers of Hong Kong have benefited from the improved system at the new Cathay Pacific Cargo Terminal (CPCT) at Hong Kong

International Airport. Waiting time at the facility has been reduced from at least an hour to about 20 minutes, thanks to a key innovation – the iPass, a radio-frequency identification (RFID) tag that facilitates the “Just-in-Time” operation.

Close cooperation between the airline and its customers has been of paramount importance, with agents, freight-forwarders and truckers registering for the iPass in the run-up to the opening of the terminal.

All trucks carrying the iPass, and which have an advance booking, can go straight into the terminal at the pre-arranged timeslot, instead of waiting at the truck park, sometimes for up to an hour. When the pre-booked truck enters the terminal, the iPass reader at the entrance alerts the Materials Handling System, and the first piece of the shipment is retrieved from storage and sent to the designated truck dock within 15 minutes.

Here, a Truck Control System optimises the usage of the docks. Together with the unique cargo-release booking platform and licence-plate recognition system, traffic

flow within the terminal is closely monitored and controlled.

Truckers can access and collect cargo quickly and efficiently using the cargo-release booking platform to reduce waiting times. They can access the online pre-booking system anywhere with an Internet connection and proceed directly to their assigned truck dock.

The iPass can be used to track and trace trucks for monitoring purposes, says Algernon Yau, Chief Executive of Cathay Pacific Services Limited (CPSL), which operates the terminal. This helps ensure security at the terminal. In August, Algernon appointed Kelvin Ko as the new General Manager of CPSL, overseeing the commercial, engineering, information management and operations departments.

“Just-in-Time” is the key operational strategy at CPCT, and with this in mind the floor layout was designed to facilitate the operational flow. So truck docks are adjacent to the cold room for swift collection and processing, reducing the exposure time to non-preset temperature environments.

The improved layout incorporates a working area inside the cold room where shipment break-down and build-up can occur at a controlled 5°C environment. This is a huge improvement on the previous arrangement, which could

only conduct cold-chain-shipment break-and-build at ambient room temperature. The time of the tow from arrival at the terminal to the cool room has also been reduced to 12 minutes – an important factor with temperature-critical shipments.

For temperature-sensitive cargo, CPSL worked closely with Cathay Pacific Cargo to define the various temperature requirements when designing the cold room. The room, on level five, comprises three different compartments with preset temperature ranges: -20°C, 5°C and 15°C. However, the temperature can be adjusted if there are specific customer needs.

Having completed the first two stages of the terminal start-up strategy (see table), CPCT is moving into the third and final stage, the handling of export cargo. The second stage involved handling transshipments at a designated area on the ground floor and has enabled the minimum turnaround time to be reduced from eight to five hours, providing a more competitive choice of transshipment services via Hong Kong.





Waiting times at the new cargo terminal have been cut using improved layout and technology

新貨運站採用先進科技及改善空間規劃，縮短起卸貨物的等候時間

位

於香港國際機場的國泰航空貨運站（CPCT），採用高效率的運輸處理模式，惠及負責運輸的貨車司機。新貨運站採用「適時操作」，以iPass無線射頻辨識標籤（RFID tag）令貨車的等候時間，由一小時或以上減少至約20分鐘。貨運業一向最重視航空公司與顧客之間的緊密合作，因此在新貨運站啟用之前，貨運代理、貨物轉運公司及貨車司機已可預先登記使用iPass。

所有使用iPass並提早預約的貨車，均可在指定時間直接駛入裝卸泊位，不用在貨車停車場等候長達一小時。已預約的貨車抵達貨運站後，站門的iPass閱讀器會提示物料處理系統從存倉系統裡提取第一批貨物，並在15分鐘內送到指定的貨車裝卸泊位。

在貨運站內，車輛管制系統能夠妥善安排貨車停泊位的使用，配合獨特的預約貨物收發平台和車牌辨識系統，密切監察貨運站的交通流量。貨車司機使用預約貨物收發平台，能夠快速進入貨站及取貨，從而減少等候時間。他們無論身處何地，只要連結互聯網即可登入預約系統，然後便可直接駛入指定的貨車裝卸泊位處理貨物。

負責營運新貨運站的國泰航空服務有限公司（CPSL）的行政總裁丘應樺表示，iPass可用於追蹤貨車，方便監控，並能加強貨運站的保安。在8月份，丘應樺委任了高繼維為

CPSL的總經理，主管商務、工程、資訊管理及營運部門的運作。

「適時操作」模式是國泰貨運站的主要營運策略，因此貨運站的空間規劃也著重考量操作流程的需要。在冷凍倉外特別設有貨車裝卸位置，方便快速收貨及處理貨物，縮短貨物存放於不適當溫度環境的時間。

冷凍倉內更附設工作間，讓裝拆工作可在攝氏五度的恆溫環境下進行，大大改善以往冷凍貨物在室溫房間拆貨及包裝的情況。貨物由抵達貨運站到進入冷凍倉的時間亦減少至12分鐘，這對運送溫度敏感貨品尤為重要。

為了配合有特定溫度要求的貨物，CPSL在設計冷凍倉時與國泰貨運緊密合作，設定各個冷凍倉的溫度要求。位於五樓的冷凍倉由三個倉庫組成，預設溫度分別為攝氏零下20度、5度及15度，更可以按照顧客的需要作出調節。

國泰航空貨運站啟用程序的首兩個階段已順利完成（詳見圖表），現正過渡至第三階段（最後階段）處理出口貨物。第二階段包括在地面規劃特定空間，專門處理轉口貨物，並將貨物轉口的最短接駁時間由八小時縮短至五小時，提高香港轉口貨物服務的競爭力。CC

TERMINAL TIMETABLE 國泰貨運站啟用時間表

Stage 階段	Service 服務	Completion 日期
Stage One 第一階段	Handling of valuable cargo, transit civil mail and interface transfer transshipments. 處理貴重貨物、轉口郵件及過境轉口貨物	21 February, 2013 2013年2月21日
Stage Two • Stage 2a • Stage 2b • Stage 2c	Handling of all transshipments, import cargo and empty unit load device (ULD) release • Handling of Dragonair passenger flights • Handling of Cathay Pacific Airways passenger flights • Handling of Cathay Pacific Airways freighters and Air Hong Kong 處理所有轉口貨物、進口貨物及空置集裝箱（ULD）的收發	3 June, 2013 17 June, 2013 19 August, 2013
第二階段 • 2a階段 • 2b階段 • 2c階段	• 處理港龍航空客機 • 處理國泰航空客機 • 處理國泰航空貨機及香港華民航空貨機	2013年6月3日 2013年6月17日 2013年8月19日
Stage Three 第三階段	Handling of export cargo 處理出口貨物	3 October, 2013 2013年10月3日

By Leo Williams

Solving the puzzle 迎刃而解

Su-Yin Krishnan, Regional Cargo Manager, Southeast Asia, explains the challenges behind a key market for Cathay Pacific
東南亞地區貨運經理素音剖析國泰航空在
在這個重要市場面對的挑戰

SOUTHEAST ASIAN nations are united by their differences – the unique cultural, political and economic shapes that create each piece in this geographical jigsaw.

Making sense of the growth rates, freight trends and other data is a daily Sudoku puzzle for Su-Yin Krishnan, Regional Cargo Manager, Southeast Asia, who is based in Singapore and has been in the role for two years.

“Co-ordinating the region’s strategy does have some challenges,” she admits, “especially when it is many different countries with different export profiles and customer segments. However, there are many synergies within the region where the teams have

benefited from information sharing, innovation and increased productivity.”

Su-Yin says Cathay Pacific has shaped its cargo strategy well to suit the ever-shifting fortunes of its target markets. “Often, we have a stronger network in terms of frequency and schedules compared to many of the national carriers in the region. In addition to our large-belly capacity, we also have freighter services in all our key markets including Singapore, Bangkok, Penang, Hanoi, Ho Chi Minh City and Jakarta, which allow us to provide a superior product and service to our customers.

“Our overall strategy is to continue to source niche markets to diversify our lane-mix and product offering, as well as aggressively grow our market share

by maximising the uplift on both our passenger flights and freighter services.”

Su-Yin says passenger services with greater load capacity for airfreight are an example of a continually evolving cargo strategy, and the regional feed from Southeast Asia through Hong Kong is substantial for the throughput of the new Cathay Pacific Cargo Terminal. “We are well placed for selling on routes that are regional to long-haul, as well as regional to regional in nature, as we can offer excellent transit times and service a wide range of customer segments.”

She says all the countries in Southeast Asia have their individual growth engines and economic plans, but Vietnam stands out in terms of the speed of economic development,





Su-Yin Krishnan, Regional Cargo Manager, Southeast Asia (above), co-ordinates a busy schedule. Exports from the region include cars from Malaysia (left), clothing from Cambodia (top) and fish from the Philippines (above right)

東南亞地區貨運經理素音（上圖）負責協調緊密的航班時間表。由區內出口的貨品包括來自馬來西亞的汽車（左圖）、來自柬埔寨的衣服（最上圖）及由菲律賓運出的魚類（右上圖）

東南亞國家之間存在差異，卻緊密連在一起；各國的文化、政治、經濟體系各有特色，令這個地理拼圖裡每塊組件均別具一格。

因此，駐新加坡的東南亞地區貨運經理素音就任兩年以來，每天就像玩數獨填充遊戲一樣，密切注意各國的經濟增長率、貨運趨勢等數據。

她承認：「要協調地區策略，的確有一定難度，尤其考慮到區內有多個國家，而且每個國家的貨運出口情況及顧客層面均不同。然而，團隊仍受惠於區內多方面的協同效益，包括資訊分享、創意及生產力提升等等。」

素音認為國泰航空的貨運策略調節得宜，足以應付目標市場瞬息萬變的情況。她說：「與區內許多國家級航空公司相比，我們的網絡在航班班次及航程安排方面均較優勝。除了使用客機的大型機腹貨艙載貨，我們更佔據貨機服務所有重點市場，包括新加坡、

曼谷、檳城、河內、胡志明市及雅加達，為顧客提供優秀服務。

「我們的整體策略，是繼續發掘合適市場，令航線及服務更多元化，並同時充分利用客機及貨機的載貨量，積極增持市場佔有率。」

素音指出，其中一項持續演變的貨運策略，是在客運航機上提供更多空運載貨量。而從東南亞經香港轉運的貨物數量，在國泰新貨運站的總貨量中佔很大比重。她說：「我們在地區轉駁長程航線的服務上佔有優勢，在跨地區的貨運服務也勝任有餘，因為我們能提供最佳轉運時間及服務，並迎合不同顧客需要。」

她又表示，東南亞每個國家都有不同的增長動力和經濟計劃，其中越南的經濟發展尤為迅速，多個跨國電子品牌都在越南設立生產基地，例如三星及諾基亞便在北部設廠，南部地區則主要製造成衣及服飾（詳見23頁）。

她說：「越南的高科技行業不斷擴張，因此

我們致力拓展越南市場，在策略上充分發揮香港的航空樞紐地位，將越南出口的貨物轉運往北美洲、歐洲及其他亞洲國家。」

國泰從新山一國際機場（胡志明市）出口的貨品包括吞拿魚、新鮮海產、蔬果、鞋履，並從當地及河內的內排國際機場出口成衣。素音表示：「三星的第二個手機工廠快將在河內落成，屆時的出口量將會倍增。此外，峴港國際機場也是國泰的新航點。」

她說，泰國和馬來西亞在半導體、硬碟及其他高科技電子產業吸引大量投資，表現出色，新加坡則「繼續成為生命科學產品的生產重鎮」。

據馬來西亞經濟研究院的調查顯示，隨著馬來西亞的經濟表現回勇，國內生產總值預期有5.4%增長，素音說：「馬來西亞的出口包括電子產品和鮮貨，在檳城出口的貨品主要是知名品牌的電子產品，例如英特爾、快捷半導體、摩托羅拉、思科系統、威騰電子等。」

EXPORTS 出口值：

US\$8.52bn

IMPORTS 入口值：

US\$7.48bn

Exports include: jade and gems

出口貨品包括：翡翠及寶石



EXPORTS 出口值：

US\$226.2bn

IMPORTS 入口值：

US\$217.8bn

Exports include: footwear, fishery products, rice and electronics

出口貨品包括：鞋履、漁業產品、米及電子產品



EXPORTS 出口值：

US\$5.79 bn

IMPORTS 入口值：

US\$7.84bn

Exports include: fish, timber, clothing and rice

出口貨品包括：魚類、木材、衣服及米

EXPORTS 出口值：

US\$435.8bn

IMPORTS 入口值：

US\$374.9bn

Exports include: machinery and equipment and pharmaceuticals

出口貨品包括：機械及設備、藥物



Myanmar
緬甸

Hanoi 河內

Yangon 仰光

Thailand
泰國

Bangkok 曼谷

Cambodia
柬埔寨

Penang 檳城

Kuala Lumpur
吉隆坡

Photos: Myanmar: Dario Pignatelli - Bloomberg via Getty Images; Thailand: Sukree Sukplang - Reuters.
Cambodia: Brent Lewin - Bloomberg via Getty Images; Singapore: Jonathan Drake - Bloomberg via Getty Images

including a strong manufacturing base for big-brand electronics manufacturers such as Samsung and Nokia in the north, and garment and apparels manufacturers in the south of the country. (See page 23)

"We are expanding in Vietnam as there is a huge expansion of high-tech business there, and we are strategically placed with our hub in Hong Kong to

tap into this transshipment bound for North America and Europe, as well as intra-Asia opportunities," she says.

Exports supported by Cathay Pacific include tuna and live seafood, fruit and vegetables, and footwear from Ho Chi Minh City's Tan Son Nhat International Airport, as well as garments from there and Hanoi's Noi Bai International

Airport. "In Hanoi, Samsung will double its export volume when its second mobile-phone factory starts production in the near future. Da Nang Airport is also a new Cathay Pacific destination," Su-Yin says. She says Thailand and Malaysia are doing well in terms of having strong investments from industries making semi-conductors, hard



EXPORTS 出口值：
US\$114.3bn

IMPORTS 入口值：
US\$114.3bn

Exports include: clothing, seafood and fruit

出口貨品包括：衣服、海產及水果



EXPORTS 出口值：
US\$46.28bn

IMPORTS 入口值：
US\$61.5bn

Exports include: coconut oil, fish and electronic products

出口貨品包括：椰油、魚類及電子產品

● Da Nang 岬港

Vietnam
越南

● Ho Chi Minh City
胡志明市

● Manila 馬尼拉

The Philippines 菲律賓

● Cebu 宿霧

Malaysia 馬來西亞



EXPORTS 出口值：
US\$247bn

IMPORTS 入口值：
US\$181.6bn

Exports include: textiles and semi-conductors

出口貨品包括：紡織品及半導體

Singapore 新加坡

Indonesia
印尼

● Jakarta 雅加達

● Surabaya 泗水

● Denpasar (Bali)
峇里



EXPORTS 出口值：
US\$187bn

IMPORTS 入口值：
US\$178.5bn

Exports include: oil and gas, electrical appliances

出口貨品包括：石油及天然氣、電器

Source: CIA Factbook (estimated figures) 資料來源：CIA Factbook (估計數字)

新加坡的基礎設施、運輸、空運網絡及貨幣政策在區內均屬數一數二，加上政府重視吸引外資，發展服務業及金融業，令新加坡理所當然地成為區內的貨運業重鎮。素音強調：「生物科學及製藥等高端行業，在當地已凌駕於一般的製造業，而新加坡早已成為區內最大規模的貿易分銷中心之一。」

菲律賓方面，國際貨幣基金組織預計今年將錄得7%的增長，較亞洲的龍頭國家更勝一籌。

香港、東京、新加坡、中國內地（特別是上海）和美洲均是菲律賓的主要出口貿易夥伴，但全球貿易動盪，難免影響出口量。素音說：「這情況在電子零件業和半導體特別明顯，這兩種產品共佔空運業總貨量的53%。」

她補充，柬埔寨藉出口帶動國家經濟發展，最新預測的2013年國內生產總值將有7%增長，較去年12月的預測高0.3%。「紡織業是柬埔寨最大的收入來源，佔出口總值逾80%。」

印尼的主要貨運商品為電子零件、半導體和汽車零件。但素音指出：「當地的鮮貨仍然是我們空運服務的一大重要盈利來源，例如出口到香港及中國的活海鮮、運往日本的新鮮吞拿魚等季節性貨品。」

素音又指出：「印尼政府繼續在蘇加諾哈達國際機場（CGK）興建貨運村（Cargo Village），並預計在發展CGK的同時，在2014年成立自由貿易區，本地物流公司紛紛

disks and other high-end electronic products, while Singapore “will continue to play a central role in life science product manufacturing”.

Malaysia’s economic performance has been resilient with GDP growth projected at 5.4 percent, according to the Malaysian Institute of Economic Research. “Exports from Malaysia are a combination of electronics and perishables,” Su-Yin says. “From Penang it is mostly electronics from high-end manufacturers such as Intel, Fairchild, Motorola, Cisco and Western Digital.”

Singapore is a key cargo hub, as one of the locations with the best economic infrastructure, transportation, air network, and monetary policy in the region, with a strong focus on foreign investment and growth in the services and finance sectors. “Manufacturing has given way to high-end manufacturing such as bioscience and pharmaceuticals, and the city-state is one of the big trade distribution centres for the region,” Su-Yin says.

In the Philippines, the International Monetary Fund is predicting 7 percent growth this year, eclipsing Asia’s tigers. Hong Kong, Tokyo, Singapore, Mainland China (Shanghai in particular) and the United States stand out as the top export partners, but world trade turmoil has impacted those exports. “This is particularly felt in the electronics and semi-conductor industries, which account for 53 percent of the total airfreight industry,” Su-Yin says.

She adds that Cambodian exports are a prime driver of that nation’s economy and most recent GDP projections for 2013 are at 7 percent growth, up 0.3 percent from last December’s projections. “The textile industry is Cambodia’s largest income earner, representing more than 80 percent of exports.”

Indonesia’s main cargo commodities are in the electronics, semi-conductor and auto-parts industries, although “perishable products such as mixed live seafood to Hong Kong and China, and seasonal shipments of fresh tuna to Japan, have always been a good source of revenue to carriers”, Su-Yin says.

“The Indonesian government continues to build Cargo Village at Soekarno-Hatta International Airport (CGK), and local logistics players



Electronic components are key exports for the Philippines
電子零件是菲律賓的主要出口貨品

must prepare themselves to face a free-trade zone in 2014 parallel to the development of CGK. Cargo Village, expected to be operational by mid-2015, will have 1.5 million tonnes capacity per year and should solve current capacity problems.”

Myanmar has much resource-rich potential, with other exports including wood products, rice, textiles and gems.

嚴陣以待，以把握隨之而來的商機。貨運村預計在2015年中期開始營運，每年處理150萬噸貨物，預期可以解決當前載運能力不足的問題。」

緬甸擁有豐富的自然資源，極具發展潛力，其他出口包括木製品、稻米、紡織品及寶石。CC

SOUTHEAST ASIA CARGO FLIGHT SCHEDULES 東南亞貨運航班時間表

From 出發地點		To 目的地	航班編號
Hong Kong 香港	Singapore 新加坡	3	
	Bangkok 曼谷	1	
	Penang 檳城	3	
	Hanoi 河內	6	
	Ho Chi Minh City 胡志明市	1	
	Jakarta 雅加達	2	



Smart moves

先見之明

Vietnam's growing electronics industry presents an exciting opportunity for Cathay Pacific

越南不斷增長的電子工業為國泰航空帶來無限商機

SOUTH KOREAN electronics giant Samsung is moving much of its manufacturing to Vietnam as wages have increased in China for low-cost electronics assembly. Vietnam offers tax breaks – Samsung will pay 10 percent corporate income tax, less than half the standard 25 percent – relative political stability, and a young and increasingly well-educated workforce.

Vietnam has become an electronics manufacturing hub led by low wages and incentives for companies to invest there. Production of computers, mobile phones and components in Vietnam has far outstripped the growth rates of textiles, footwear and oil, the country's previous economic drivers. Electronics accounted for 23 percent of all Vietnam's exports through the first five months of 2013.

Duong Ngoc Son, Cathay Pacific

Cargo Manager Vietnam, says that the majority of air-cargo exports from Hanoi are electronics-related commodities, including mobile phones, printers and glass panels. From Ho Chi Minh City, electronics (finished mobile phones and components) make up a considerable component

Ho Chi Minh City is the busiest port; it is the export gateway for the south of Vietnam and Cambodia for garments, footwear, perishables and electronic parts. The capital, Hanoi, is the next busiest port and the majority of the outgoing shipments are mobile phones, says Son. The third-ranking port is Da Nang; Dragonair flies to this major transport hub.

The market for Ho Chi Minh City has grown about 6 percent a year between 2009 and 2012 and Hanoi has experienced double digit growth each year from 2010.

Electronics assembled in Ho Chi Minh City, Vietnam

電子產品在越南胡志明市的工廠組裝

隨著中國工資上升，南韓著名電子產品製造商三星將大部分生產工序移往越南，以降低組裝電子產品的成本。越南政府更提供稅項減免，三星只需繳交10%公司利得稅，較標準稅率25%減少一半有多。此外，當地政局相對穩定，工人較年輕，教育程度亦日漸提升。

低工資及鼓勵公司投資的優惠政策，促使越南成為電子製造業的重鎮。當地生產電腦、手提電話及配件的增長率，已遠超昔日推動經濟的紡織、鞋履及石油業。2013年首五個月，電子產品已穩佔全越南出口總值的23%。

國泰貨運越南地區經理Duong Ngoc Son表示，由河內出口的空運貨物中，主要是電子產品，包括手提電話、打印機及玻璃面板。由胡志明市出口的電子產品（已組裝的手提電話及配件）則佔總貨量的一大部分。

胡志明市是全國最繁忙的口岸，越南南部及柬埔寨出產的成衣、鞋履、鮮貨及電子零件均在這裡出口。其次是首都河內，出口的貨物以手提電話為主。第三位是峴港，港龍有航班直飛這個交通樞紐。

由2009至2012年，胡志明市的市場增長率每年約為6%；河內自2010年起每年都有雙位數字的增長。CC



Rapid transition

急速轉變

By Sian Powell

As Asian cities modernise, they face the growing pains of bad traffic, rising prices and smoggy air. Intolerable or exciting? It's all relative

BANGKOK AND Jakarta's maddening, inching traffic; Ho Chi Minh City's roaring fleets of weaving motorcycles; Phnom Penh's potholed and obstacle-strewn pavements – all are anathema to the tidy-minded.

The living is easy in some Asian cities – streamlined, ordered, functioning. Others can be hell on wheels. Yet plenty of people wouldn't change a thing, instead enjoying the bursting life and chaotic character of these locales.

Quality of life indexes have quantified the liveability of cities, with infrastructure, housing and pollution all coming into play. Meanwhile, governments are in a constant battle with structural problems, and their solutions have had varying results.

The most noticeable frustration in Bangkok and Jakarta is their traffic jams. The Economist Intelligence

Unit's 2012 *Global Liveability Survey* ranks Jakarta and Bangkok's road qualities and public-transport systems each as either "uncomfortable" or "undesirable", just above the bottom level of "intolerable".

So far, some of Jakarta's measures for alleviating gridlock have faltered, with drivers creatively overcoming new rules. In rush hour on certain streets, police can ticket drivers without passengers, a regulation that has spawned a mini service industry: the squadrons of "car jockeys" who wait at strategic points to pose as passengers, for a small fee of course.

The city's authorities have announced construction will soon begin on a subway – 20 years too late, say most critics – but in the short term the building works could well make the jams even stickier. For those who want to avoid long commutes, developers are building luxury apartment blocks with shops,

restaurants and offices, catering to wealthier residents who could find everything they need downstairs.

In Bangkok, the elevated Skytrain system, or BTS, has been so revolutionary that many traffic-weary residents now plan their lives according to the expanding network, refusing to travel far from the BTS or its underground sister, the MRT. Other braver souls risk their lives on the back of motorbike taxis that skim between cars, a heart-stopping form of transport known as *ojek*.

Kuala Lumpur's airport express train has also been a revelation for the city, and its railway system, as well as the freeways, keeps commuters moving. The EIU rates the Kuala Lumpur roads as "tolerable", and the city's public transport as merely "uncomfortable".

On the other end of the spectrum, the public transport in Singapore is enviably clean and functional. And anyone who prefers to drive must



All clear ahead in Singapore, while Jakarta (left) is frequently gridlocked

新加坡的居住環境深受外藉人士歡迎；雅加達（對頁）卻經常出現交通擠塞

亞洲城市不斷現代化，伴隨而來的是交通擁擠、物價上漲和空氣污染等問題。
現代化生活令人難以忍受，抑或精采萬分？其實一切事情總是有利有弊

曼谷和雅加達寸步難行的交通令人發狂；胡志明市噪音鼎沸、迂迴前進的電單車群呼嘯而過；金邊行人道上滿是坑洞和障礙物……對於喜歡井然有序的人來說，這些情況恍若噩夢。

在亞洲一些城市生活相當輕鬆，這些城市效率高，井井有條，運作暢順。相反，另一些城市卻讓人難以忍受。不過，許多居民對此卻毫不介意，反而享受當地繁忙的生活和雜亂無章的特質。

多個生活質素指數對基建、住屋及污染等環節評分，將城市的宜居程度量化為數字。與此同時，各地政府不斷致力解決結構性問題，而他們推行的方案成效各異。

在曼谷和雅加達，最顯著的難題是交通擁擠。「經濟學人信息社」的2012年全球宜居城市調查顯示，雅加達和曼谷的道路情況和公共交通系統被評為「不舒服」或「不理想」，僅高於最低級別的「無法容忍」。

雖然雅加達推出了一些舒緩塞車措施，卻因為司機取巧，至今仍成效不彰。按照新規例，警察在繁忙時段內，可以在某些街道檢控沒有乘客的司機，然而，此條例卻衍生了新興的迷你服務行業：在交通要道，一隊隊

「汽車臨時乘客」等候徵用。當然，這項服務要收取少量的費用。

雅加達當局宣布即將興建地下鐵路；不過大部分評論認為工程來得遲了20年。而且在短期而言，建築工程將令交通堵塞更嚴重。針對不想花長時間在出入交通的富裕階級，發展商興建附設商店、餐廳和辦公室的豪華公寓，讓他們只需到公寓樓下，便能夠得到一切所需。

在曼谷，BTS「天空列車」高架運輸系統自推出以來極為成功，許多厭倦了交通擠塞的當地居民現時按照列車網絡的擴展來規劃生活，避免遠離BTS或其姊妹網絡MRT地鐵。膽子較大的居民則冒險乘坐名為「ojek」的電單車的士尾座座位，在馬路上穿插於其他汽車之間，令人看得心驚膽顫。

吉隆坡的機場特快鐵路，加上鐵路系統配合高速公路，保持交通順暢。經濟學人信息社把吉隆坡的公路評為「可以容忍」，而市內公共交通則只是「不舒服」而已！

在擁有良好交通設施的城市中，新加坡的公共交通系統既清潔又運作順暢，令人艷羨。但如果自己想開車，卻須為此「特權」付出代價，繳納稅項和政府徵費。新加坡被視為亞洲最宜居城市之一，國際人力資源公

司Mercer在2012年生活質素調查中，把新加坡評為亞洲第一城市，而在基建方面，新加坡更高踞全球第一，在電力供應、食水供應、電話及郵務、公共交通、交通堵塞及國際航班網絡等多個方面均表現超卓。

不過，新加坡卻不時受到惡劣的空氣污染侵襲，主要是從印尼飄來的煙霧。然而，相對新加坡偶爾出現的煙霧，香港卻經常受煙霧籠罩，曼谷的天際線也時常模糊不清，而雅加達周邊的山峰也被煙霧遮掩（一些新來的居民甚至不知道山峰的存在，直至城市的步伐因齋戒月而放緩）。

香港一如新加坡，擁有完善的公共交通網絡，巴士、鐵路和電車互相配合，四通八達，汽車成為不必要的奢侈品。不過，一些較富裕的居民仍然樂於支付高昂的汽車稅及泊車費用，而一個車位的價格甚至會較一個住宅單位更昂貴。

香港的房租及物業價格不斷上升，一直為宜居程度帶來負面影響。一個位置理想的小單位，價格也會高得令人咋舌。去年，香港一個住宅單位以4.55億港元（約5,900萬美元）售出，創下每平方呎售價紀錄。2009年至2013年初，住宅物業價值增長逾倍，直至政府推出遏抑樓價措施，樓市才稍微降溫。

pay handsomely for the privilege, via taxes and government fees. Singapore is widely regarded as one of the most liveable cities in Asia; the global human-resources company Mercer ranks Singapore as the No. 1 Asian city in its 2012 quality of living survey and the No. 1 city in the world for infrastructure: electricity supply, water availability, telephone and mail services, public transportation, traffic congestion and the range of international flights serving the airport.

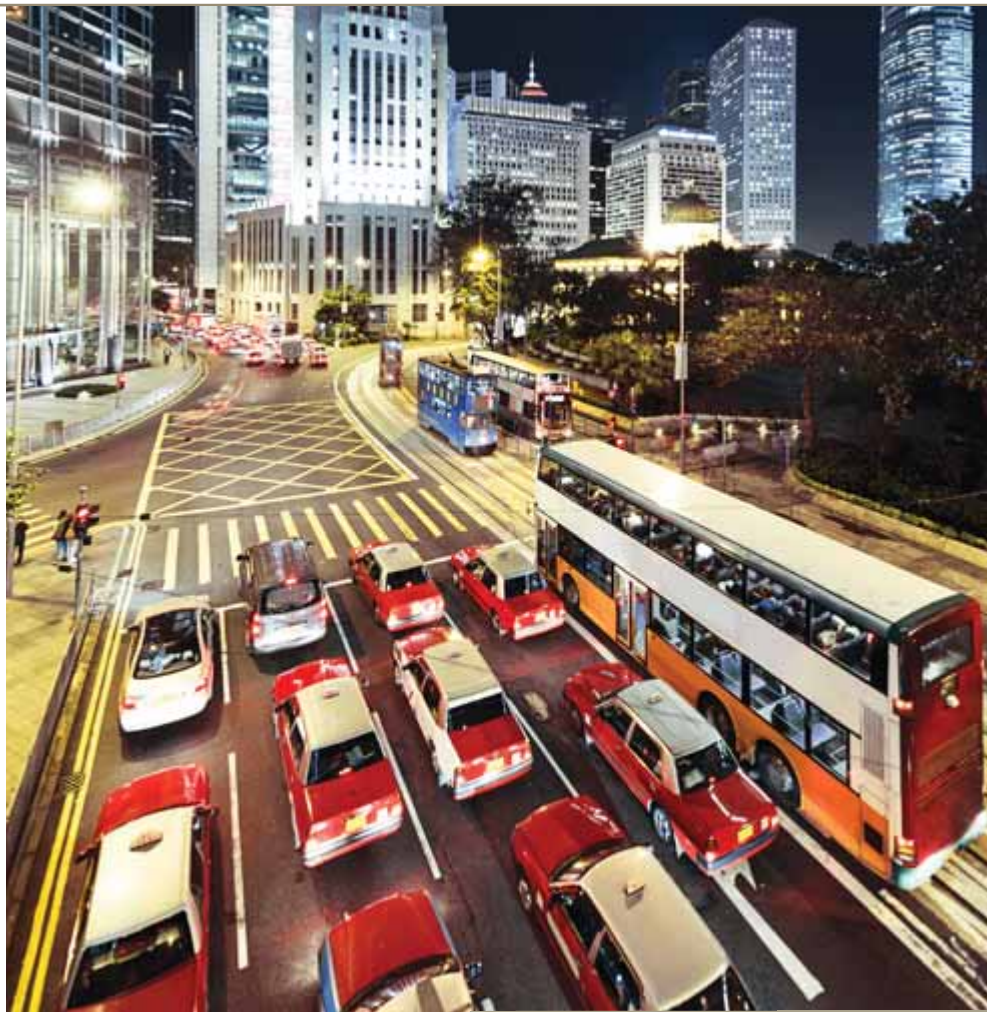
Still, the city-state suffers from periodic bouts of horrendous air pollution, mostly smog drifting over from Indonesia. But Singapore's occasional smog is in contrast to the haze that regularly rolls into Hong Kong, blurs Bangkok's horizons or blankets the mountains on the edge of Jakarta (some new residents don't even realise there are mountains until the city slows down for Ramadan).

Like Singapore, Hong Kong has a superb integrated public-transport network of buses, trains and trams, and owning a car seems an unnecessary luxury. That said, some of the city's wealthier residents happily pay more for a heavily taxed vehicle and a parking space that may cost more than an apartment.

The soaring cost of renting or buying property has always been a dampener for Hong Kong liveability. Even small apartments in desirable Hong Kong locations can be eye-wateringly expensive. Last year, a Hong Kong flat sold for HK\$455 million, or US\$59 million, a record-breaking price per square foot. Home prices more than doubled between 2009 and early 2013, but government cooling measures have since drawn a little heat out of the market.

Yangon, recently re-opened for business, has not escaped skyrocketing rents. Office rents at the top end can rival the most expensive in Asia. A new fleet of taxis has made getting around a little easier, and some hardened visitors have been amazed to find cabs with proper suspension and, occasionally, air-conditioning.

Private healthcare is widely



Hong Kong has a first-class public transport network

香港擁有一流的公共交通網絡

available across Asia, and the larger Bangkok private hospitals are popular with medical tourists looking for cheaper surgery. The EIU rates private health care in Bangkok, Singapore, Kuala Lumpur, Phnom Penh and Hong Kong as "acceptable" or "tolerable", and only in Ho Chi Minh City and Jakarta is it rated "uncomfortable".

With intense development in Southeast Asia, less developed cities in the region are constantly in a state of transformation. Economies are predicted to grow at rates ranging from about 2 percent in Singapore to 7 percent in Cambodia. According to the International Labour Organisation, the unemployment rate was more or less steady at 4.5 percent across Southeast Asia and the Pacific last year.

But of course there is a cloud to this silver lining. With GDP growth comes, almost by default, yet more air and water pollution – the last thing that Asia needs.

仰光近年開放吸引投資，但也不能避免租金高漲的問題，其高級辦公室的租金可媲美亞洲最昂貴的地方。新湧現的計程車隊令往來市內各處更加方便，而一些已習慣刻苦的旅客更驚喜地發現，不少計程車配備了適當的避震系統，有些更設空調。

私人醫療保健在亞洲很普遍，曼谷的大型私立醫院成為尋找便宜手術費的醫療旅客的熱點。經濟學人信息社把曼谷、新加坡、吉隆坡、金邊和香港的醫療服務評為「可以接受」或「可以容忍」，而只有胡志明市和雅加達的私人醫療服務被評為「不舒服」。

東南亞的急速發展令區內發展稍遜的城市也不斷轉變。經濟增長預測從新加坡的百分之二到柬埔寨的百分之七不等。國際勞工組織指出，去年東南亞及太平洋地區的失業率穩定地徘徊於4.5%。

不過，喜中有憂。隨著本地生產總值持續增長，隨之而來的是空氣與水質進一步受到污染，這也是亞洲最不樂見的。CC

Cargo Clan wins magazine award in India

《Cargo Clan》在印度榮獲雜誌大獎

CARGO CLAN won Best Magazine – International Sector at India's In-house Communication Excellence (ICE) awards at a ceremony that took place on 14 June in Mumbai, for the fifth year running. The ICE Awards promote print media as an important means of communication, recognising the best talent and creativity in in-house magazines.

於6月14日在孟買舉行的第五屆印度「In-house Communication Excellence」(ICE)頒獎禮上，《Cargo Clan》獲頒「最佳雜誌—國際類別」獎項。ICE大獎致力推廣印刷媒體作為重要的溝通渠道，並表揚各大機構內部刊物的出色人才及創作力。



Siddhant Iyer, Cargo Manager Western India (centre) and Punitha Krish Edwankar, Assistant PR & Loyalty Manager, Mumbai of Cathay Pacific (right) receive the award and a certificate from Maniv Arcot, Member of the ICE Awards Governing Council

國泰航空西印度貨運經理Siddhant Iyer (中間) 與公關及飛行常客助理經理 Punitha Krish Edwankar (右一) 接受 ICE獎項理事會的Maniv Arcot頒發獎項及證書



Hong Kong Cargo Sales team briefing on cargo terminal

香港貨運營業部舉辦貨運站簡報會



Hong Kong cargo agents are briefed on the transition to the new terminal

香港的貨運代理於簡報會中了解新貨運站服務的過渡情況

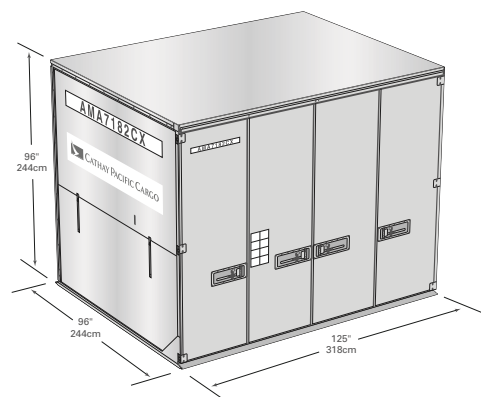
CATHAY PACIFIC Cargo Terminal will commence the export cargo handling for Cathay Pacific Airways, Dragonair and Air Hong Kong from Thursday, 3 October, 2013, at 05:00. The Hong Kong Cargo Sales team held a briefing session on 4-5 September to explain the transition plan to local cargo agents. More than 170 cargo agents attended.



國泰航空貨運站將於10月3日(星期四)凌晨5時起開始全面處理國泰航空、港龍航空及香港華民航空的出口貨物。香港貨運營業部於9月4及5日舉辦了為期兩天的簡報會，向本地貨運代理解釋相關運作，多達170位香港貨運代理出席是次簡報會。

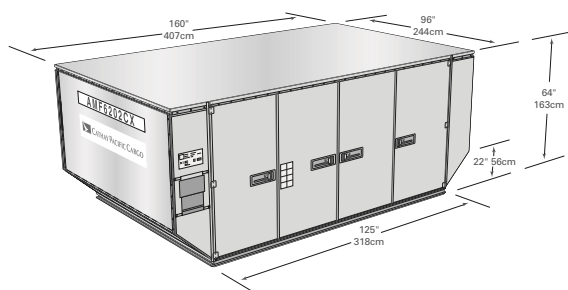
These are the Unit Load Devices (ULDs) that Cathay Pacific Cargo provides. Please visit www.cathaypacificcargo.com for detailed descriptions of each of the ULDs.

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。



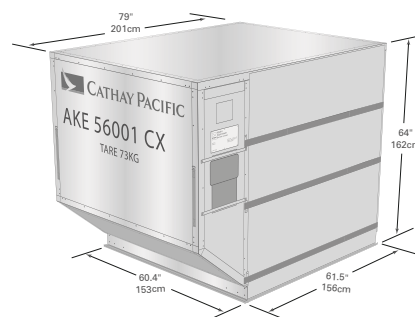
TYPE: AMA CONTAINER

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



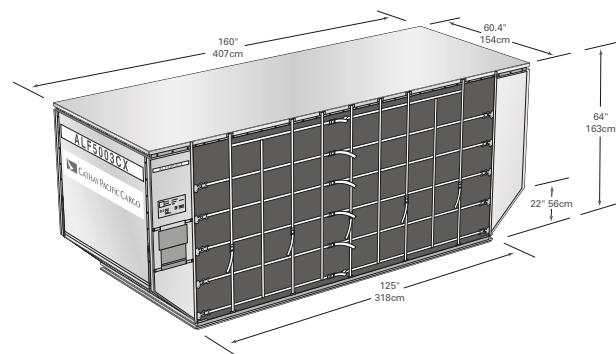
TYPE: AMF CONTAINER

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



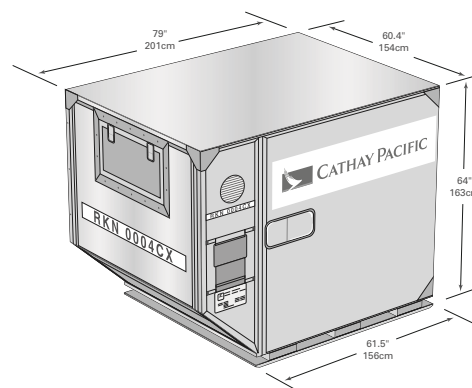
TYPE: AKE CONTAINER

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



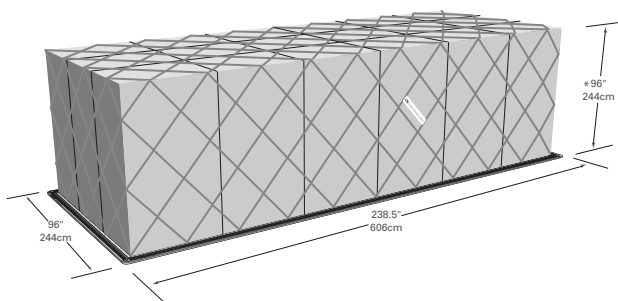
TYPE: ALF CONTAINER

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



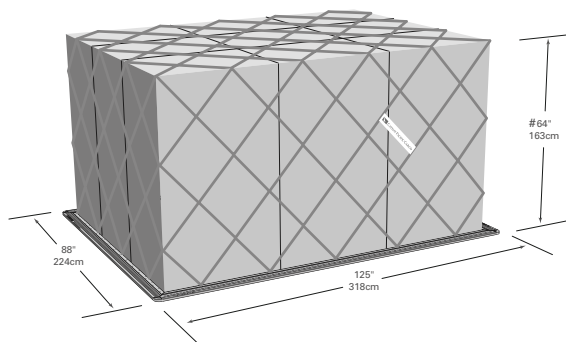
TYPE: RKN COOLTAINER

ATA Code	: LD3
Internal Volume	: 125.41 cu. ft. 3.55 mc
Tare Weight	: 190 kg
Maximum Gross Weight	: 1,588 kg
Loadable Aircraft Type	: 747, 747F, 777, Airbus



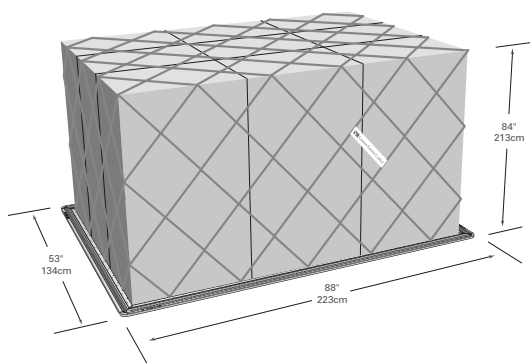
TYPE: PGA PALLET

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	



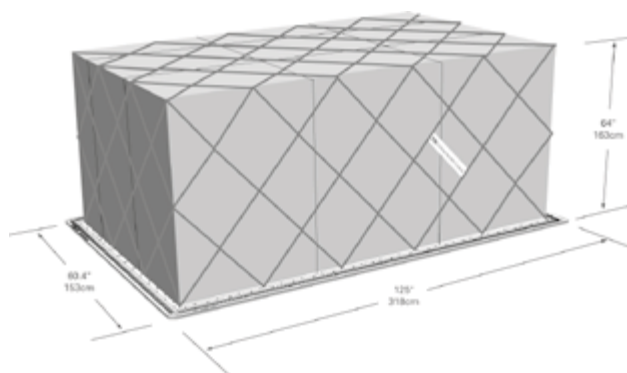
TYPE: PAG PALLET

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	



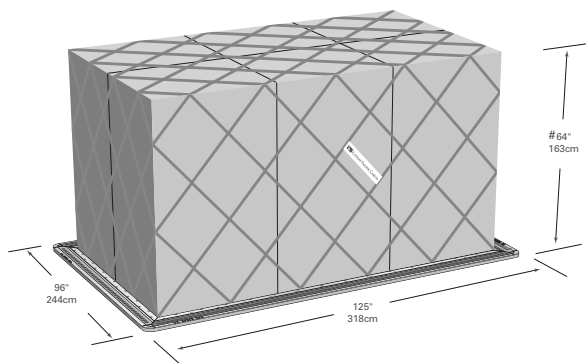
TYPE: PEB PALLET

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



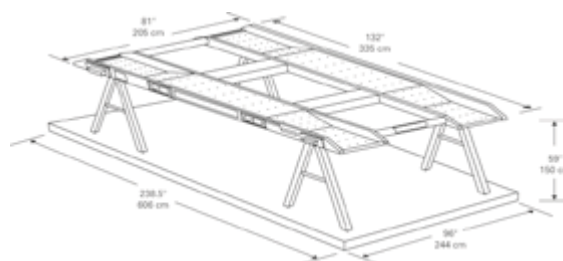
TYPE: PLA PALLET

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 or normal strap must be used to secure the vehicle on the rack and pallet	



* Cathay Pacific passenger flight service to Malé commences 27 October 2013.

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DRAGONAIR NETWORK



*Dragonair passenger flight service to Siem Reap commences 29 October 2013

— Cathay Pacific Passenger Service
— Cathay Pacific Freight Service
— Dragonair Service

Technical stop only

* No cargo uplift service

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