

CARGO CLAN



DRAGONAIR
CARGO

QUARTER THREE 2015
2015年第三季



CATHAY PACIFIC CARGO

THE WORLD IS OUR LOBSTER

Keeping Australia's seafood
box-fresh from water to wok

龍蝦遊世界

確保澳洲出口的
海產新鮮送達
各地食肆

MEET THE NEW BOSS

Introducing Simon Large, the new
director of Cathay Pacific Cargo

董事履新

認識國泰航空新任貨運董事羅世民

IS JAPAN ON THE RISE?

A look at the country's potential
for import and export growth

日本業務上升？

前瞻當地出入口貨運增長潛力

CARGO CONCIERGE

Cathay Pacific's global experts
answer your cargo queries

貨運通天曉

國泰航空環球專家解答你的貨運疑難

New job, new beginnings

新職位、新開始

This is my first message in *Cargo Clan* as director Cargo. I have had the pleasure of meeting some of you in the short time I have been in place and look forward to meeting more of you in the months ahead. I would like to take this opportunity to thank you for your tremendous support for my predecessor James Woodrow and Cathay Pacific Cargo. We are lucky to have such good friends and supporters.

The Cathay Pacific Group posted its 2015 half-year results in August. Overall these were positive, showing a profit of HK\$1,972m – nearly six times that of the same period last year. The increase in air cargo demand, which started last summer 2014, continued into the early part of this year, but slackened in the second quarter. We expect our business to do well in the remainder of the year as we focus on high-quality products and services, such as the launch of our passenger service to Düsseldorf.

這是我上任貨運董事後，首次在《Cargo Clan》撰寫前言。自履新以來，在短短的一段時間裡，我已與你們當中不少人會面。在未來的日子，我期望與更多業界人士見面。前任董事韋靖及國泰貨運均對我給予大力支持，謹此致以衷心感謝。

國泰航空集團在8月公佈2015年上半年中期業績，整體的表現理想，錄得溢利19億7200萬港元，是去年同期溢利近六倍。航空貨運需求於2014年夏季開始上升，此升勢於今年首數月持續，但於第二季已見放緩。我們預期下半年的業務會有良好表現，因為我們致力提供高質素的

As you can see, not only is there a change at the top, but also to the look and feel of *Cargo Clan*. In this redesigned issue, we take an in-depth look at the Western Australian rock lobster market, talking to exporters, forwarders and our own team. There is also a special feature on Japan, looking at the economic outlook, two of its industries that depend on air-freight, plus an interview with our regional cargo manager Japan – Shuichi Ueba. I hope you enjoy these articles and the new look.

We need to stay fresh and innovative in everything that we do. And I believe this edition reflects this. It is also the reason why we regularly rotate our directors in Cathay Pacific. I hope I will also be able to bring in new ideas to our Cargo products and services in the months and years ahead that ultimately benefit you – our valued customers and partners. I am delighted to be given the chance.

產品及服務，例如新開辦前往杜塞爾多夫的客運航班。

你們也會發現，除了管理層出現更替，《Cargo Clan》雜誌亦有煥然一新的感覺。今期我們重新設計版面，並深入採訪西澳洲的石龍蝦市場，包括專訪出口商、貨運代理及我們的貨運團隊。我們的日本專題則探視其經濟前景；當地兩個倚重航空運輸的產業，並專訪我們的日本地區貨運經理上羽秀一。我希望大家喜歡這些文章及新設計。

我們做任何事情，都需要保持新鮮感及創意，我相信今期的全新設計反映了這個理念，而這也是國泰航空的董事定期更替的原因。我希望任內的未來日子能為貨運產品及服務帶來新意念，並能令我們的客戶及合作夥伴受惠。能夠有機會服務我們珍而重之的客戶，讓我感到興奮而榮幸。

Simon Large

Director Cargo
貨運董事羅世民



3 NEWS, ANALYSIS, INSIGHT

新聞、分析、灼見

Cathay Pacific's interim results; meet the new director, Nepal relief efforts; Pressing Issue: air versus sea 國泰航空中期業績；認識新任董事；尼泊爾賑災行動；業界議題：空運對海運

8 DATA PACKAGE 數據演繹

Japan at a glance; IATA column 日本概覽；國際航空運輸協會專欄

10 ROCK STARS 龍蝦巨星

We follow live Western Australian rock lobsters from the warm Indian Ocean waters to the Chinese market, and meet one of the industry's principal characters 我們追蹤西澳洲的石龍蝦從溫暖的印度洋水域運送到中國市場，並會見了龍蝦產業的一些重要人物

18 RISE AND FALL? 起落跌升？

A look at the Japanese economy, its pharma and high-tech 'stepper' sectors; plus meet Cathay's regional manager 檢視日本的經濟現狀、醫藥業及高科技「光刻機」產業；並認識國泰的地區經理

26 CUSTOMER CORNER 客戶專區

Events from the social calendar 精采客戶活動

28 FACTS, FIGURES, INFORMATION

資料、數據、訊息

Products, the app, the route network 貨運服務、應用程式、航線網絡

CATHAY PACIFIC CARGO

EDITORIAL ADVISORY BOARD

Director Cargo **Simon Large** / Manager Cargo Sales and Marketing **John Cheng** / Cargo Product & Marketing Manager **Jack Lo** / Assistant Manager Cargo Marketing **Myra Lee**



PRODUCED BY
CEDAR HONG KONG

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

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

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

承印：凸版印刷（香港）有限公司
香港新界元朗工業村福宏街一號

EDITORIAL
Editor **Phil Heard**
Group sub-editor **Vanessa Kwok**
Contributors **James Ashton, Alex Lennane**

ART
Creative director **Steve Ellul**
Designer **Sepfry Ng**
Picture editor **Elisa Fu**
Picture researcher **Mike Pickles**

ACCOUNT MANAGEMENT/
PRODUCTION/FINANCE
Senior account manager **Sarah Paisley**
Head of production **Simon Ho**
Production controller **Kennis Yuen**
Assistant accountant **Kan Yui Lan**

CEDAR COMMUNICATIONS
CEO **Clare Broadbent**
Creative director **Stuart Purcell**
Digital director **Robin Barnes**
Production director **Vanessa Salter**
Finance director **Jane Moffett**
Managing partners **James Mastin, Hannah Saunders**



Cargo Clan is published quarterly by BBDO Hong Kong Ltd (Room 1501, 15/F, Cityplaza 4, 12 Taikoo Wan Road, Taikoo Shing, Hong Kong) for Cathay Pacific Cargo Ltd. No part of this magazine may be reproduced without the written permission of Cathay Pacific Cargo Ltd. All rights reserved. Copyright © 2015 by Cathay Pacific Cargo Ltd. Opinions in *Cargo Clan* are the writers' and not necessarily endorsed by Cathay Pacific Cargo Ltd. Cathay Pacific Cargo Ltd, Cedar Hong Kong and BBDO Hong Kong Ltd accept no responsibility for unsolicited manuscripts, transparencies or other material. Manuscripts, photographs and artwork will not be returned unless accompanied by appropriate postage.



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



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

Interim results show pressure on yield

中期業績反映收益率受壓

The Cathay Pacific Group has issued its interim report showing an attributable profit of HK\$1,972m for the first six months of 2015, compared to HK\$347m in the first half of 2014. The increase in demand in air cargo, which began in summer 2014, continued during the first few months of 2015 but slackened in the second quarter.

The Group's cargo revenue for the period was HK\$11,376m, a fall of 2.5 per cent compared to the same period in 2014. Capacity for Cathay Pacific and Dragonair grew by 8.9 per cent and load factor increased by 0.9 percentage points to 64.1 per cent. But strong competition, overcapacity and a significant reduction in fuel surcharges put downward pressure on yield, which fell by 11.1 per cent to HK\$1.93. However, there was strong demand on some routes, notably North America, assisted by maritime backlogs caused by industrial action on the US West Coast. Traffic to Europe fell short of expectations, but intra-Asia shipments grew.

Commenting on the slowdown in China's economy and yuan devaluation Mark Sutch, general manager cargo sales and marketing, said they were of concern. 'On the one hand, we would expect it to increase exports, but yield at a US dollar reporting level will be affected,' he said. 'We are well positioned in our Hong Kong hub to manage revenue accordingly and switch traffic flows to India and south-east Asia as we see China slow down.'

Looking ahead he added: 'Capacity this year will be greater than in the past owing to

the addition of pure freighters and less conservative capacity management as a result of lower fuel costs and reduced operating risk. We are anticipating a peak over a shorter period than last year, with a more traditional early December – maybe returning to normal volumes early in week two.'

Cathay Pacific chairman John Slosar said: 'We usually perform better in the second half of the year than in the first. We expect our business to do well in the remainder of 2015.'

國泰航空集團公佈中期業績，於2015年首六個月錄得應佔溢利19億7200萬港元，而2014年上半年則錄得溢利3億4700萬港元。航空貨運市場的需求於2014年夏季開始上升，此升勢於2015年首數月持續，惟於第二季已見放緩。

期間集團的貨運收益為113億7600萬港元，較2014年同期減少2.5%。國泰航空及港龍航空的可載貨量增加8.9%，運載率上升0.9%，達至64.1%，惟因競爭激烈、業內可載貨量過剩及燃油附加費大幅下調，對收益率構成下調壓力，因而下跌11.1%至1.93港元。然而，若干主要貨運航線需求殷切，尤以往來北美的航線為甚，部分原因乃受惠於美國西岸多個主要航運港口因工業行動導致海運貨物積壓。歐洲的貨運業務表現遜於預期，但亞洲區內的貨運業務有所增長。

貨運營業及市務總經理薩孟凱指出，中國經濟放緩及人民幣貶值令人關注。他表示：「我們一方面預期出口上升，但由於業績以美元結算，將會令收益率受影響。我們的香港樞紐位置優越，讓我們可以就收益作出



相應管理，在中國經濟放緩的時候，將部分運輸流量轉移到印度及東南亞。」

展望市場前景，他補充說：「今年的載運力將勝於以往，原因是新增了純粹用作貨運的貨機，加上燃油成本下降及營運風險減低，管理運力不用過於保守。我們預期空運高峰期會較去年為短，12月初會出現較傳統的市況；或許在第二周後便回復正常。」

國泰航空主席史樂山表示：「集團下半年的表現一般較上半年為佳，預期業務於2015年往後時間表現理想。」

HKD\$1,972m

Cathay Pacific Group profit attributable to shareholders
國泰航空集團股東應佔溢利

868,000 tonnes

Cargo and mail carried
運載貨物及郵件

Top sales agents in the swing

銷售代理享受揮桿之樂

The Cathay Pacific Cargo Hong Kong sales team invited some of their top cargo agents to compete in a golf tournament at Kansai Kuko Golf Club & Kishiwada Country Golf Club in Japan. Guests enjoyed a fine course, Zen meditation and a Japanese tea ceremony in Kyoto.

國泰貨運香港營業部邀請了香港多位卓越貨運代理一同遠赴日本，參加在關西空港高爾夫球俱樂部及岸和田鄉村高爾夫球俱樂部舉行的比賽。他們除了在出色的高爾夫球場享受揮桿之樂，還在京都體驗禪修靜坐及日本茶道儀式。



Photo: Golf ball: ievanusa/Stock by Getty Images

Large completes handover 完美交棒

Introducing Cargo's new director Simon Large

認識國泰貨運新任
董事羅世民

Cargo handover James Woodrow has handed over responsibility for Cargo to Simon Large (right); James was presented with a boat (below right) and giant poster (below)

貨運交接 韋靖將他在國泰貨運的職責移交羅世民（本圖）；韋靖獲贈帆船模型（右下圖）及大型海報（下圖）留念

It has been all change at the top at Cathay Pacific Cargo, with the appointment of Simon Large as the new director Cargo.

Previously Cathay Pacific's general manager marketing, loyalty programmes and CRM, Simon joined the Swire group in 1991 and has worked in a variety of management positions within the airline, as well as postings at Hong Kong Air Cargo Terminals (HACTL) and Swire's tea grower/importer Finlays.

He takes over from James Woodrow, who

has become managing director at the China Navigation Company, where he continues to work in cargo, albeit in a bulk capacity, overseeing a fleet of ships and logistical solutions for deep-sea shipping clients.

The handover was marked at a lunch hosted by the Cathay Pacific Cargo Hong Kong sales team and attended by 100 top agents at the Sheraton Hong Kong in August.

James thanked the business partners for their support over his six-year tenure before introducing manager cargo mainland China and Hong Kong Aaron Chan and his own successor Simon Large.

James was presented with a large poster signed by all the guests and a model ship engraved with his name.

Simon said: 'I feel very lucky to have been given a chance to work with such a great product and array of loyal customers. It is obvious I am inheriting a very strong team and a fantastic legacy left by James.'

'I have been with the Swire Group since 1991. I spent my first 11 years with Cathay



Pacific working in multiple roles and departments, including one year as the Commercial Director of HATCL.

'On the personal side, I have been married to Julia for 16 years – I first met her aged four in school in Hong Kong! – and I have three children: Ben (14), Emma (12) and Philippa (7).'

'In terms of personal interests, I would take the countryside over the city anytime. So I really enjoy Hong Kong's country parks and spend quite a lot of time, when I am not participating in children's activities, out hiking on the trails. I also like the odd round of golf.'

'I look forward to getting started in this dynamic business and meeting our loyal and committed customers in the coming months.'



國泰貨運管理層迎來新氣象，羅世民獲委任為貨運董事。

調任新職前，羅世民擔任國泰航空的市務及常客計劃總經理；他於1991年加入太古集團，曾在國泰航空擔任多個管理職位，亦曾於香港空運貨站及太古集團旗下茶葉培植及進口業務公司 Finlays 工作。

羅世民接替韋靖出任貨運董事，而韋靖則調任太古輪船有限公司董事總經理。韋靖在新崗位仍會繼續從事貨運工作，只是貨運量更為龐大；他將會主管一支船隊，並為遠洋海運的客戶提供物流運輸方案。

國泰貨運香港營業部於8月假香港喜來登酒店舉行午餐會，向出席的百多位貨運客戶公佈這次職位交接。

韋靖向出席的業務夥伴親自致謝，感謝他們在過去六年任期內，對他給予的支持；他接著向來賓介紹中國內地及香港貨運經理陳慶輝，以及他的繼任人羅世民。

韋靖獲頒一張大型海報，上面有所有來賓的簽名致意，以及一隻刻有他名字的帆船模型。

羅世民說：「能夠有機會為一個出色的產品服務工作，更擁有一批忠誠的客戶，我感到非常幸運。顯而易見，我接管了一個實力雄厚的團隊，以及韋靖留下的出色業務。」

他續說：「我自1991年加入太古集團，便一直在集團服務至今，我服務國泰航空的最初11年間，曾經在多個部門出任不同職位，包括出任香港空運貨站有限公司的商業董事一年。」

「個人方面，我與妻子 Julia 結婚16年（我四歲在香港讀書時便跟她邂逅）。我們育有三名子女：Ben（14歲）、Emma（12歲）及 Philippa（7歲）。」

「至於個人興趣，我在任何時間都願意離開城市，到郊外舒展身心。當我不參與子女活動的時候，我熱愛到香港郊野公園的行山徑遠足，而且樂此不疲。我偶爾也喜歡打高爾夫球，享受揮桿之樂。」

「我熱切期望在這個充滿活力的行業大展拳腳，並在未來數月裡，與我們的忠誠客戶見面。」



SIMON'S CAREER HIGHLIGHTS 羅世民的事業里程

EDUCATION

1991 Graduates from Bristol University with history degree

EMPLOYMENT

1991 Joins Swire Group in multiple roles for Cathay Pacific, including marketing manager India, posts in sales and distribution and e-business, as well as international affairs

2003 HACTL (Hong Kong Air Cargo Terminal), commercial director – 'My first real taste of life in cargo'

2004 Commercial director James Finlay (tea, agribusiness and cold storage specialist), in Glasgow – 'Finlay has a heavy dependency on air freight for its flower business'

2009 Rejoins Cathay Pacific as GM Japan

2012 Becomes GM of Marketing

2015 Director Cargo

FAMILY & INTERESTS

Married to Julia with three children, Ben (14), Emma (12), Philippa (7)

Interests Family, hiking in Hong Kong's country parks and the occasional round of golf

學歷

1991年 畢業於布里斯托大學，取得歷史學位

職位

1991年 加入太古集團，曾在國泰航空出任多個職位，包括印度市務經理，並出任銷售及分銷、電子商業，以及國際事務等職位

2003年 出任香港空運貨站有限公司商業董事——「這是我首次嘗到從事貨運業的滋味。」

2004年 在格拉斯哥出任James Finlay（茶葉、農業企業及冷藏專業服務）的商業董事——「Finlay的鮮花生意非常倚重航空運輸。」

2009年 重返國泰出任日本總經理

2012年 出任市務總經理

2015年 出任貨運董事

家庭與興趣

與太太Julia育有三名子女：Ben（14歲）、Emma（12歲）、Philippa（7歲）

興趣 陪伴家人、在香港郊野公園遠足、偶爾打高爾夫球

CARGO CONCIERGE 貨運通天曉

Our experts answer the questions on cargo you've always wanted to know

我們的專家能解答任何貨運相關事宜

This issue, we ask the Australia team – what is the largest item you have carried?..

'We carry a lot of outsized cargo,' says cargo manager New South Wales Mark Szweczyk, 'but the one that makes people smile is the gummy bear machine we flew to the US.' Gummy bears are small chewy candies, but the machine that churns out 4,000kg of them each hour has a volume weight of 15,000kg and occupied two 20-foot pallets and one 10-foot pallet on board.

...and the smallest?

Weighing at around 0.1g and just 12-18mm in length – the same as a gummy bear – the honey bee has to be one of Cathay Pacific Cargo's smallest 'passengers'. Cargo manager Western Australia Robyn Young arranges consignments of bees for Canada because they are free from the mites that have decimated hives there. Packets with a kilo of bees are packed with a queen bee on to a pallet with a total weight of 2,000kg. Young says: 'The bees are doused with water and dry ice before the flight and during transit to keep them dormant, because when they buzz they heat up too much.'

今期，我們請教澳洲團隊，你們曾運送的最大型貨件是什麼？

新南威爾斯貨運經理Mark Szweczyk說：「我們曾運送許多超大型貨物，但我們空運到美國的熊仔軟糖機器，卻令人開懷歡笑。」雖然熊仔軟糖是細小的糖果，但生產軟糖的機器卻重達15,000公斤，佔用兩塊20呎及一塊10呎的集裝板。這部機器每小時可生產4,000公斤軟糖。

那麼最細小的貨件是什麼？

蜜蜂應是國泰貨運最細小的「乘客」，重量約只有0.1克，長度只有12至18毫米，與熊仔軟糖相若。西澳洲貨運經理Robyn Young安排運送蜜蜂往加拿大，因為這些蜜蜂沒有感染在當地導致大批蜜蜂死亡的蟎。每個裝載著一公斤蜜蜂的包裹內有一隻蜂后，共重2,000公斤，被裝載在一個集裝板上。Young說：「在航程之前及轉運期間，蜜蜂會被澆上水及乾冰，令牠們保持休眠，因為牠們在嗡嗡叫時，溫度也會上升。」

Got a question for Cargo Concierge? Email us on
CARGOCLAN@CEDARCOM.HK



Cathay Pacific raises HK\$10m for Nepal

國泰航空為尼泊爾籌款一千萬港元

The Cathay Pacific Group was among the organisations to step into the international relief effort in the aftermath of April's devastating earthquake in Nepal, raising in excess of HK\$10m.

Following a two-week appeal, the Cathay Group's staff across the seven wholly owned subsidiaries raised HK\$1.7m, which was matched by the company to total HK\$3.4m. On-board donations through Change for Good, the Cathay Pacific inflight fundraising programme, raised a further HK\$2.6m from Cathay Pacific and Dragonair passengers.

In addition to the cash donation, Cathay Pacific and Dragonair gave free support to a number of local and overseas charities in sending rescue teams and relief supplies to the

affected areas. These organisations included Hong Kong Red Cross, World Vision Hong Kong, Crossroads Foundation and the Post Crisis Counseling Network. The Group's support in this area had an estimated value of HK\$4m.

Cathay Pacific director corporate affairs James Tong said: 'The earthquake caused tremendous pain to the Nepalese people. As an international airline, we have been able to contribute to the relief efforts through our group's network of resources. We would like to thank our staff and passengers for their generous support. Through various means, including cash donations and the provision of relief supplies and rescue teams, we hope the victims can quickly rebuild their homes and lives.'



Ms Jane Lau, chief executive of Unicef HK, said: 'We sincerely thank the Cathay Pacific Group for their full support that enabled us to respond immediately to the needs of 2.8 million adults and 1.1 million children.'

OUR AGENT IN... 各地人才

OSAKA大阪



How long have you been with Cathay Pacific?

I joined Cathay Pacific in 1992, and I have been a cargo man for more than 20 years. I transferred to Osaka from Tokyo, three years ago.

What about your family?

My wife and two children still live in Tokyo. I travel back to see them a couple of times a month.

What do you like best about the job?

We don't offer simple solutions. In the passenger business, it's one person, one seat – with cargo the variety is bigger. Something that is unique to Japan is that we manage the loose cargo and build the freight into the ULDs (unit load devices) ourselves. This is interesting and different from other markets.

What are the main products you handle?

Electrical components and heavy industrial equipment, like excavators. Mainly this would go by ship, but if there are requests that need to be met quickly, companies will use our freighters. KIX [Kansai International Airport] is a good location for items to be trucked in.

Koichi Ikematsu 池松浩一

Cargo sales manager West Japan, Cathay Pacific Cargo
國泰航空日本西部地區貨運銷售經理

What are the challenges and opportunities?

Our customers care about quality of service, but are also very cost-conscious. But we have a lot of capacity from here, with six flights a day and four Boeing 747 freighters a week, so we have the frequency to be a reliable choice.

How do you respond to the needs of the local market?

Osaka has always been a merchant town, so people drive a hard bargain! But we keep in touch with our end-users, and even invite them to the airport to see the service we offer and what they are paying for.

What do you do when you're not at work?

If I'm not with my family I like outdoor activities like hiking, barbecues or golf, or even just a beer after the working day.

你在國泰航空服務了多久?

我在1992年加入國泰航空，在貨運部門工作已超過20年，於三年前從東京調往大阪。

你的家人呢?

他們還住在東京。我跟妻子育有兩個孩子，我每個月都會返回東京看望妻兒數次。

你最喜歡這份工作的哪些方面?

我們的工作並不簡單。在客運業務，只是安排每位客人一個座位的事情，但貨運的變化就大



在今年4月尼泊爾發生災難性的大地震後，國際社會隨即開展災後救援工作，國泰航空集團是參與救援行動的組織之一，總共籌募逾1,000萬港元善款。

在地震發生後，國泰員工隨即進行為期兩周的籌款活動，國泰航空集團旗下七家全資附屬公司的員工共籌得170萬港元，公司並作出等額配對，合共籌得接近340萬港元。此外，透過國泰航空及港龍航空的「零錢布施」機上籌款活動，共募集得260萬港元乘客捐款。

除捐款外，國泰航空及港龍航空

亦免費協助多間香港及海外慈善機構運送救援物資以及多個拯救隊伍前往災區。當中包括香港紅十字會、香港世界宣明會、國際十字路會及災後心理輔導協會等。各項捐助支援估計總值達400萬港元。

國泰航空企業事務董事唐偉邦表示：「尼泊爾大地震為當地人民帶來無限傷痛。作為一間環球航空公司，我們希望透過集團的資源網絡，能夠為賑災出一分力，並十分感激同事及乘客的慷慨支持。我們希望透過多方面的支援，包括捐款、義務運送物資及支援拯救隊伍等，幫助當地災民盡快重建家園。」

聯合國兒童基金會香港委員會總幹事劉玉燕女士表示：「我們十分感謝國泰航空集團大力支持我們於尼泊爾地震後的緊急救援行動，為當地受災的280萬成年人，還有110萬兒童，提供災後支援。」

得多了。日本有一項獨特的服務，就是處理散裝貨運，我們需自行將貨物組裝進集裝箱。這項服務很有意思，跟其他地區的市場有所不同。

你主要處理什麼貨物？

電子零件及挖土機等重型工業機械。這些貨物通常以貨船運送，但如果客戶的合約貨期很短，就會選用我們的空運服務。KIX（關西國際機場）是托運這類貨物的理想地點。

有何挑戰及機遇？

我們的顧客既重視服務質素，亦相當關注貨運成本。不過我們這裡的

運力很充裕，每天有六班航機，每星期還有四班波音747貨機，航班頻密，提供可靠的服務。

如何滿足本地市場的需要？

大阪向來都是商貿城市，所以當地人十分精打細算！但我們會與客戶保持連繫，甚至邀請他們到機場看看我們提供的服務，了解他們的支出是物有所值。

工餘時你會做什麼？

如果不與家人在一起，我喜歡參加戶外活動，例如遠足、燒烤或打高爾夫球，又或是下班後去喝杯啤酒。



Photos: Nepal: Nepali; Atlas Metiri/Anadolu Agency/AFP; Osaka: Sean Pavone/Stock by Getty Images

PRESSING MATTER 重要議題

Is air cargo all at sea? 空運抗衡船運？

Alex Lennane

Air freight editor, The Loadstar
《The Loadstar》空運編輯



'I loved that Icelandic volcano in 2010 [when airlines were grounded],' said Robert Mellinn, head of logistics for hi-tech company, Ericsson. 'We had to go from air to surface in one day. It forced us to think differently.'

It is no secret that shippers prefer the discounted price of sea freight. Over the past 15 years, Ericsson has switched from sending 80 per cent of its shipments by air to 80 per cent by sea. Many manufacturers have followed that trend.

But airfreight will always be critical. Just-in-time inventories, fast-moving fashion, high-value pharmaceuticals and high-tech product launches all require the security and speed airlines provide – valuable inventory can't be stuck on a ship. And the current low oil price also favours air.

Then there are the crises. Airfreight enjoyed a huge boost when a 'perfect storm' created huge congestion at US west coast ports last year for seven months. US retailers needed to restock – and a recall of automotive airbags meant vast airfreight flows between Japan and the US. Asian airlines enjoyed a much-needed boost.

Air volumes seem to have returned to normal now. But whenever there is a bottleneck in distribution or production shippers will fly again. And airlines will oblige and show off their advantage – speed to market.

高科技產品公司愛立信的物流主管Robert Mellinn說：「我喜歡2010冰島火山爆發（導致航班停飛）的時候，因為一日之間，我們由空運轉為水陸兩路運輸，逼使我們採用新思維。」

船運的成本無疑較空運低廉，吸引不少運輸公司採用。愛立信本有八成貨物採用空運，但過去15年，已有八成貨物轉為船運。除了愛立信，很多製造商也是如此。

但空運的重要地位始終不減，因為需要準時送達的貨物、潮流快速更替的時尚產品、昂貴的藥物以及行將推出的高科技產品，均需倚賴安全快捷的空運服務。對這些貨物來說，船運所需時間太長了。加上目前燃油價格較低，對空運業更為有利。

此外，若有任何危機出現，空運的需求也會激增。去年，巨型風暴吹襲美國西岸，導致港口嚴重擠塞七個月。在此期間，美國零售商仍需補充貨物，加上汽車的安全氣囊回收事件，令往來美國和日本的空運更頻繁，亞洲航空公司受惠不淺。

如今航空量似乎已經回復正常。但只要分銷或製造過程出現樽頸問題，很多公司便會由船運轉為空運。屆時，航空公司將會滿足客戶的要求，並體現其優勢，將貨物迅速運往市場。

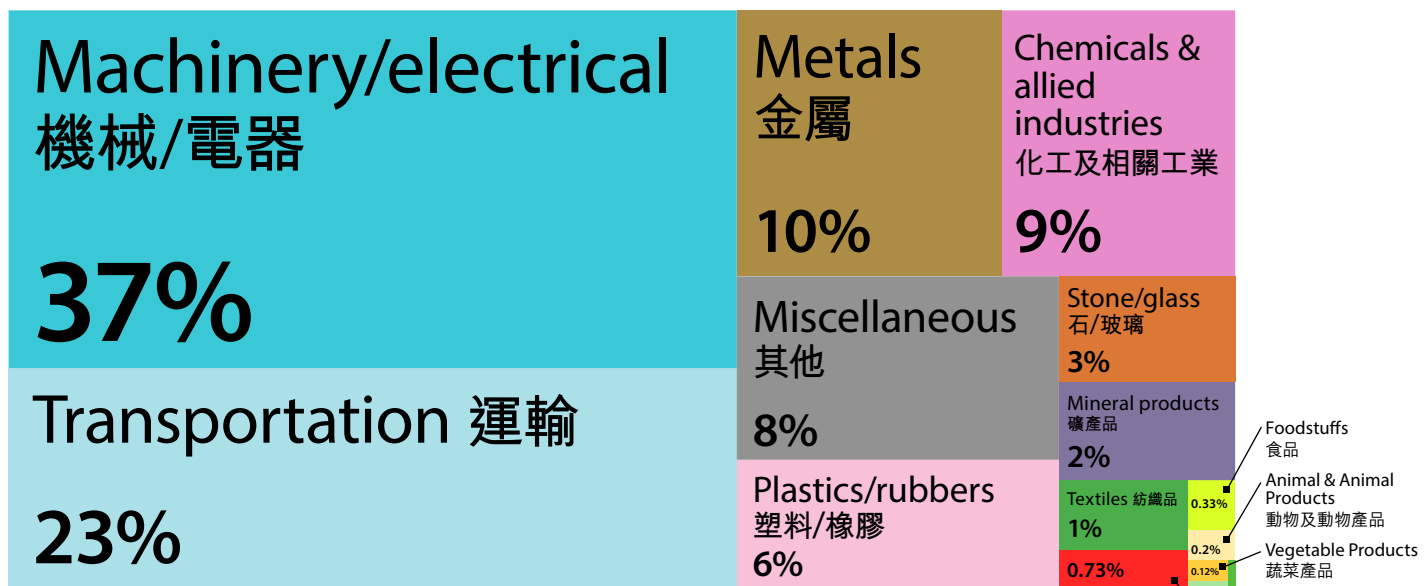
JAPAN IN NUMBERS

從數字看日本

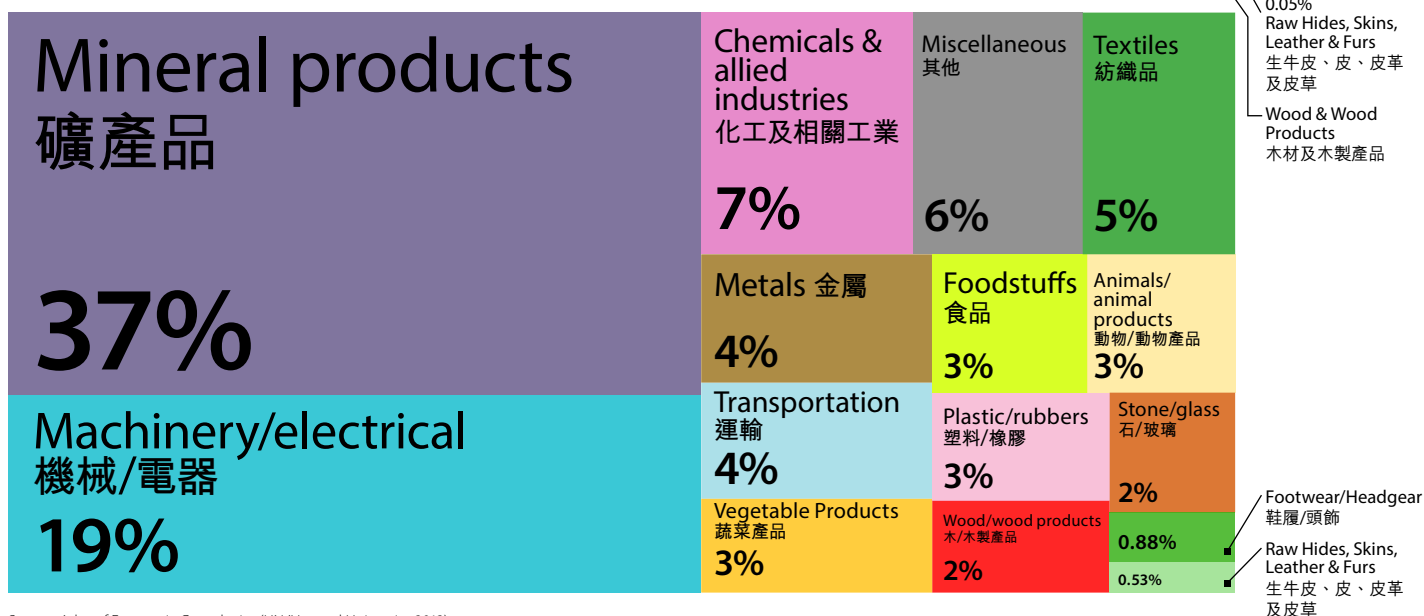
A snapshot of some of the principal indicators of the Japanese economy

反映日本經濟狀況的指標數據

JAPAN'S EXPORTS 日本出口



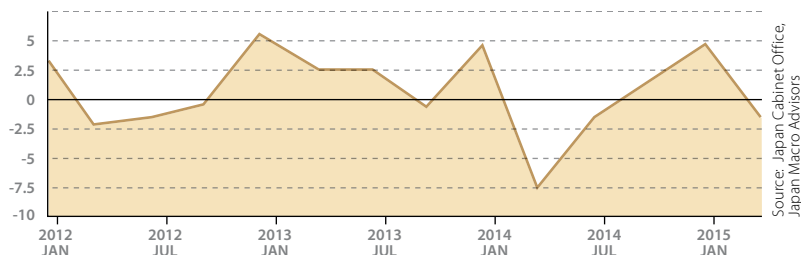
JAPAN'S IMPORTS 日本入口



Source: Atlas of Economic Complexity (UN/Harvard University 2013)

JAPAN REAL GDP (QUARTER ON QUARTER, ANNUALISED %)

日本實質國內生產總值 (季度同比、年度%)

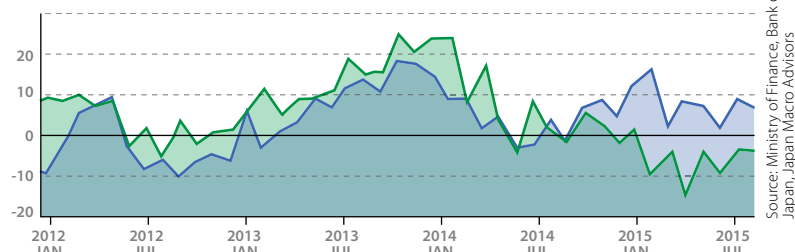


The Japanese economy shrunk by 0.4% in the April-June 2015 quarter.

日本經濟在2015年4月至6月的季度收縮0.4%

JAPAN'S IMPORT/EXPORTS (YEAR ON YEAR %)

日本入口/出口 (年度同比%)

Import 入口
Export 出口

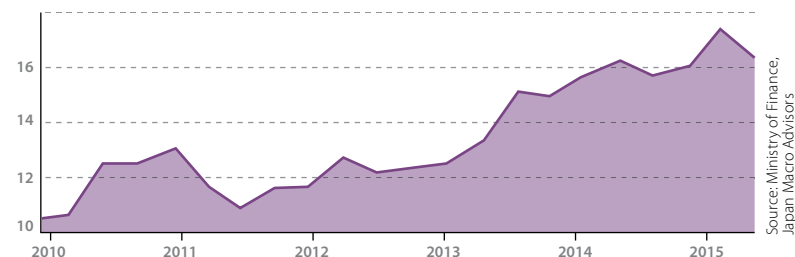
In July 2015, exports grew by 7.6%, largely due to yen depreciation.

Imports were up moderately by 1.6%.

2015年7月的出口上升7.6%，主要受惠於日圓貶值。入口溫和上升1.6%

JAPAN CORPORATE PROFITS (BY TRILLION YEN)

日本企業盈利 (以萬億日圓計)

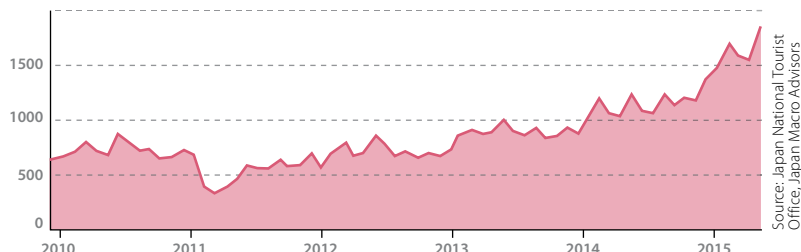


Japan's major companies are currently achieving record profits. Wise reinvestment could stimulate the economy.

日本主要企業現正錄得破紀錄盈利。精明的再投資有利刺激經濟。

JAPAN BY VISITOR NUMBERS (BY 1,000 VISITORS)

日本訪客數字 (以1,000旅客計)



The devalued yen and lifting of visa requirements are encouraging greater numbers of visitors – who are trying Japanese produce.

日圓貶值加上放寬簽證要求刺激訪客數字上升，令更多訪客享用日本農產品



INDUSTRY LEAD

業界前瞻

Signs of a slowdown
市場出現放緩跡象

Albert Tjoeng

Assistant director, corporate comms, Asia Pacific

亞太區企業傳訊副董事



The International Air Transport Association (IATA) data showed a slowdown in growth for air cargo demand in June. Airfreight volumes measured in freight tonne kilometres (FTKs) rose just 1.2 per cent compared to the same period in 2014, which is consistent with falling trade activity and weaker than expected global growth.

Regional performance varied widely. Asia-Pacific, North American and Latin American carriers reported year-on-year declines, while European carriers reported that markets were flat. This was offset by the strong performance of Middle Eastern and African carriers that kept growth in positive territory.

The general trend of a weaker 2015 compared to 2014 can be seen in the half-year data. Air freight markets expanded by 5.8 per cent in 2014. However, year-to-date growth for 2015 stands at 3.5 per cent.

There is also scope for potential spill-over from the slowing of the Chinese economy to introduce downside risks for the remainder of the year. Set against that, however, the steep fall in jet fuel costs is helping boost cargo profitability even as volumes outstrip yields.

國際航空運輸協會 (IATA) 的數據顯示，空運的需求增長在6月份放緩。以貨運噸公里 (FTKs) 計算，空運貨量相比2014年同期僅錄得1.2%增長，反映了貿易活動減弱，以及全球經濟增長低於預期。

然而，各地區的表現有所不同。亞太區、北美洲及拉丁美洲的航空公司較上年同期業績下降，歐洲航空公司錄得平穩市況，但中東及非洲的航空公司則表現強勁，令整體市場保持增長。

上半年的數據顯示，2015年的市場整體趨勢相比2014年減弱。空運市場在2014年增長5.8%，但2015年迄今只有3.5%增長。

此外，中國經濟放緩也預期會波及空運市場，令今年餘下時間有下滑的風險。儘管面對這些不利因素，飛機燃油價格大幅下跌，即使在收益率低於貨量增長的情況下，也有助提升貨運的盈利。



Photo: vductpilot22/istock by Getty Images

A LOBSTER'S TALE

飛天龍蝦的故事

Western Australia's rock lobster is a firm favourite with Chinese diners, but how do you transport them live from pot to plate? PHIL HEARD finds out

西澳洲的石龍蝦是中國饕客鍾情的美食，但如何將活龍蝦新鮮送達各地廚房烹調成餐桌上的美食？Phil Heard為你介紹



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

While guests will certainly enjoy the flavour and spectacle of the giant lobster that is the centrepiece of their banquet, they might not fully appreciate the distance it has travelled and the race against time it has taken part in to grace the event with its presence.

And the Western Australian rock lobster surely deserves its star billing. It is a symbol of sustainability, industry and desirability in a market that has soared in value in train with China's growing affluence.

David Wilkins is forwarding operations director at freight forwarder World-Link International/Tigers Australia in Perth and has seen the growth and changing markets for what has become a very premium product. 'The fishery has been going for around 50 years,' he says. 'The export of live lobsters has only been going for around the past 20 years or so. In the past five to six years, we've seen a concentration of these exports going to China, whereas before Japan would take 40 per cent, Taiwan 30 per cent, with the remainder going to China and Hong Kong. Now nothing goes to Taiwan, Japan takes just five per cent and the remaining 95 per cent goes to China via Hanoi.'

While there is a cultural imperative in that market for live seafood, the added complexity in logistics in getting the delicate living creatures from water to wok is more than adequately compensated for by the higher yields the live product generates. 'The frozen, cooked or chilled product is only worth around half of the live price,' says Wilkins. ☺





在晚宴上，當賓客品嚐以大龍蝦烹調的主菜時，定必愛上其鮮味和賣相，可是他們並不知道這些龍蝦到底走了多遠，如何與時間競賽，才能被端上筵席為主人家錦上添花。

也因為這個原因，令西澳洲的石龍蝦身價非凡。石龍蝦可持續捕撈，而且自成一門產業，在市場上大受歡迎。隨著中國漸漸富裕起來，石龍蝦的價值也水漲船高。

David Wilkins 是珀斯貨運公司 World-Link International/Tigers Australia 的貨運營運總監，他多年來經歷市場的成長與變遷，見證了龍蝦升格為頂級海鮮的經過。

他說：「捕龍蝦業已經有約 50 年歷史，而且在 20 多年前，這裡已開始出口活龍蝦。過去五、六年，活龍蝦出口地點主要集中在中國。反觀過去，活龍蝦的總出口量中有四成運到日本，三成運到台灣，餘下來的則運到中國和香港。現在台灣不再進口澳洲活龍蝦，日本的進口量也減至 5%，餘下的 95% 全都是經河內運往中國的市場。」

中國人的美食文化喜用新鮮海產入饌，因此要將須小心處理的活龍蝦由大海送到廚房烹調，中間可得經過極為複雜的物流過程，不過活龍蝦所帶來的豐厚利潤，足以抵償支出有餘。Wilkins 更指出：「冰鮮龍蝦、熟龍蝦和冷凍龍蝦的價值，只有活龍蝦的一半。」

Star of the sea Western Australia's spiny or rock lobster or cray, plucked fresh from the sea off Perth

海中瑰寶 在珀斯海域新鮮捕獲的
西澳洲石龍蝦



In the pot The lobsters are caught in wooden baited 'pots'
束手就擒 龍蝦在下了誘餌的木製捕蝦籠中捕獲



Going ashore The day's catch is delivered to the processing plant
龍蝦登陸 當天的收穫被送往加工場

With the quota for this year set at six million kilos, there is clearly something of a goldmine just off the West Australian coast. This in turn has limited it to a game for high-rollers. 'The Chinese market outstripped Japan in terms of sales volume as it became more affluent,' adds Wilkins. 'People there want to be able to select their lobster from the restaurant fish tank. It means that Japan has been priced out of the market and now it has to import its lobsters from Cuba and Mexico.'

But not everything is smooth sailing. The premium prices mean that the lobsters attract a luxury tariff in addition to VAT. While China and Australia have signed a free trade agreement, the benefits will be phased in over four years, so for now imports are handled by a small but powerful set of buyers that supply the Chinese market via Hanoi.

It's a transcontinental race against time – not that you would detect that urgency in the peaceful fishing village of Cervantes, set on an attractive stretch of coast north of Perth. This is also the headquarters of Indian Ocean Lobsters where, from humble beginnings, three generations of the Thompson family have developed a thriving fishing, processing and export business – as well as a tourist attraction (*see p17*). It is one of four groups that between them control the 225 boats licensed to exploit the sustainable fishery that has achieved Marine Stewardship Council certification. And it is from here that managing director Dave Thompson oversees the entire cycle from laying baited pots from a fleet of black and white fishing boats (in honour of Aussie-rules football team Swan Districts) to packing for export.

Times have changed since his father started the business with one boat back in the 1960s, using little more than guesswork and hard 'yakka' to catch the elusive crustacean.

'It was tough back then; we lived in a shack,' says Thompson. Now the only shack to be found is in the rebranded company name. As Lobster Shack he and his family now own or manage 25 boats, each with 400 pots licensed to them, giving them a decent slice of the annual six million kilo quota. Importantly, the company also owns its own processing facility, which gives greater control over supply. 'I wear two hats, one as a fisherman and the other as processor and exporter,' he says. 'That's why I'm so grey and cranky. But I still love it out there, when it's just me and three crew on the boat.'

SEABED CHESS

The fleet lay their pots during the day more in expectation than hope that the timid lobsters will come out from the reef or beneath rocks to feed at night. 'We have modern boats with the latest technology,' he says. 'But lobsters have a pattern, the weather has a bearing, and sometimes you know where you have to be to get them. It's like a game of chess.'

Once landed, the lobsters are driven to the factory, placed on a conveyor and go through a machine that allocates them to a different series of tanks depending on their weight. This grading process also minimises damage. Those with missing legs and antennae will make a delicious treat at the Lobster Shack canteen, but won't make the grade for export.

The lobsters are then kept in tanks fed by 200 litres of fresh seawater a second to 'purge' for up to three days. On the day of their 7,000-mile journey, the lobsters are inspected by hand, and then put to sleep with an immersion in iced water before being packed in eski boxes with sawdust and an ice gel pack. This process fires the starting gun on the race north, as ☺



Weighty Lobsters are graded and separated into holding tanks by weight
評頭品足 龍蝦按重量被分作不同等級，然後置於不同的魚池內

今年的活龍蝦出口配額多達 600 萬公斤，這數字代表西澳洲海域猶如一個金礦，不過這個「尋寶遊戲」只限肯出高價的人參與。Wilkins 說：「隨著中國人愈來愈富裕，中國市場的銷售量已超越日本。中國人喜歡在食肆從魚缸內直接挑選活龍蝦享用，而日本的叫價已追不上市場，只好改從古巴和墨西哥進口。」

然而，這門生意並非事事順境。活龍蝦的高昂身價，同時帶來奢侈品關稅和增值稅。中澳雙方已簽訂自由貿易協定，未來四年將分階段引入各種貿易優惠，因此現時龍蝦入口工作均經由數間效率極高的小型採購公司負責，經河內轉運到中國市場。

這是一場國際時間競賽，不過這種分秒必爭的氣氛，在石龍蝦的原產地 Cervantes 卻完全感覺不到。Cervantes 是個清幽寧謐的小漁村，位於珀斯北岸一個漂亮的海灣。這兒也是 Indian Ocean Lobsters 公司的總部，Thompson 家族在這兒創辦了一個興旺的漁場，兼營漁業加工及出口業務。這門家族生意由小做起，三代經營，漁場今日已成為旅遊景點（詳見第 17 頁）。澳洲現時只有 225 艘漁船獲當局發牌，可駛入領有 Marine Stewardship Council 當局認證的可持續發展漁場中捕撈龍蝦，這 225 艘漁船分屬四間公司，Indian Ocean Lobster 就是其中之一。公司的董事總經理 Dave Thompson 統籌整個捕撈過程，他的船塢塗上黑白雙色，藉此向當地一隊澳式足球隊 Swan Districts 致敬。由指揮船隊投放裝有誘餌的捕蝦籠進海，以至包裝出口，都是由他親自監督。⊙

Photo: ScottBrooks/www.imaginex.com

CATHAY CONTACT 國泰人脈

Robyn Young

Cargo manager Western Australia, Cathay Pacific Cargo
國泰貨運西澳洲貨運經理

Tell us a bit about yourself

I began my career in 1979 with a freight forwarder and joined Cathay Pacific in 2005. I have two children, Oliver, 24 and Monica, 22. Outside work, I have a circle of friends who keep me busy. I have been renovating my home and I love travel – Bali is my favourite destination.

What do you like best about the job?

Cargo is varied, which keeps me on my toes. The key product is the lobsters. There are many considerations before the flight and much to monitor after it departs. Once, the main market was Japan, then Taiwan, Hong Kong and now it's China via Hanoi. Cathay Pacific Cargo has rolled with those changes.

What are the main business areas?

Apart from lobsters, we are strong in seasonal perishable produce and mining equipment. We also have a bee programme to Canada and send tuna to Japan.

What has been the highlight of your posting to date?

I enjoy the people side of my job and I've got to know our customers well.

What are the challenges and opportunities?

The Chinese free trade agreement will afford new opportunities.

How do you keep up with the needs of the local market?

Close contact with our customers is vital and we keep our head office updated so that they can give us the best opportunities to keep kicking goals.

請介紹一下自己

我在1979年加入貨運業，最初在貨運代理公司工作，其後於2005年加入國泰航空。我有兩名子女，兒子Oliver今年24歲，女兒Monica 22歲。工餘時我常跟朋友歡聚，這陣子我正裝修家居，另外我也很喜歡旅遊，峇里是我最愛去的地方。

你最享受這工作的哪些部分？

公司運送的貨物品種多樣，我必需謹慎處理，當中的關鍵貨物就是活龍蝦。貨物上機前需要考慮很多因素，而飛機起飛後亦需緊密監控。我目睹活龍蝦市場的轉變。以前，牠主要市場是日本，其後轉為台灣和香港，現在則經河內送往中國。國泰貨運也與時並進，推陳出新。

公司主要運送什麼貨物？

除了運送龍蝦之外，鮮貨和採礦設備也是我們公司擅長的項目。我們提供運送蜜蜂到加拿大的方案，也有運送吞拿魚到日本。

目前為止，你的崗位有何精采之處？

我很喜歡能在工作與中與人交流，而且跟客戶穩熟。

你們正面對甚麼挑戰與機遇？

中國與澳洲的自由貿易協定將帶來新機遇。

你會如何緊貼本地市場需要？

最重要的是與顧客保持緊密關係，我們為國泰航空總部提供與時並進的資訊，以便公司為我們抓緊最佳機遇，大展拳腳。



MEET THE ELITE 業界精英

David Wilkins

Director, World-Link International/Tigers Australia

World-Link International/Tigers Australia 董事

Tell me a bit about yourself

My business partner Toni and I started the company 16 years ago and grew it as a standalone Perth-based freight forwarder. In early 2015 we became part of Tigers, the global Hong Kong-based logistics group. Live lobsters are a key part of the business, but we also import and export other perishables, such as chilled meat, flowers and seasonal fruit, plus other seafood like tuna. Western Australia has a big mining industry, so we have trucked heavy kit to Melbourne to go on Cathay Pacific's freighters. We export a lot of milk powder to Hong Kong and China, as well as bullion to India and China. We also handle music equipment – bands start or end their Australian tours in Perth.

What are the challenges?

Managing capacity – procuring space into Hanoi for the lobsters and into the Gulf hubs with our meat can be tricky because of connecting availability.

Are there any opportunities coming up?

The free trade agreement phases in over the next four years and offers the possibility of expanding our current B2B model to sell directly into a huge consumer market. Becoming part of the Tigers group has opened many doors for us, particularly in China where it is engaged in multi-channel B2C logistics.

Why Cathay Pacific Cargo?

We have a great relationship and we appreciate the flexibility it offers. The ability to access China via the Dragonair network will also be significant.

請介紹一下自己

我與合夥人Toni於16年前成立公司，以珀斯為基地，多年來一直是獨立營運的貨運代理公司，直至2015年初，我們加入以香港為總部的環球物流集團Tigers。運送活龍蝦是公司的主要業務，但我們也會運送各類進出口的鮮貨，例如運送凍肉、鮮花、時令蔬果，以及吞拿魚等各類海產。西澳洲的採礦業發展蓬勃，我們會用貨車將重型裝備運到墨爾本，再運上國泰貨機，此外，我們出口大量奶粉到香港及中國，以及金條到印度和中國。我們也運送樂器，因為到澳洲表演的樂隊都以珀斯為首站或尾站。

你們要面對什麼挑戰？

最大挑戰是如何管理運載力。我們要取得載貨空間運送龍蝦到河內，又要將肉類運到中東數個目的地，這並不容易，因為有時接駁點未必能夠應付。

未來有何機遇？

自由貿易協定於未來四年分階段推行，讓我們有機會可在現行的B2B（商戶對商戶）傳統商業模式上擴展業務，直接將商品銷售予龐大的消費市場。成為Tigers集團的一分子，使我們開啟了通往全球的多個大門，尤其是可以藉此進入中國內地市場，因為他們擁有多渠道B2C（商戶對顧客）物流業務。

為何選用國泰貨運？

我們與國泰貨運保持良好關係，而且很欣賞國泰航空的靈活運作。能透過港龍航空進入中國內地更對我們業務大有好處。



Chilling out Lobsters chosen for export are put to sleep with a dip in icy water
暫入冷宮 準備出口的龍蝦會放進冰水浸泡，讓牠們進入冬眠狀態

Wilkins explains. 'At best, lobsters can only spend 30 hours in the box until they are unpacked in China,' he says. 'If they wake up, they flap around and damage themselves and the mortality rate goes up beyond the acceptable level.'

There is little margin for delay in a chain of events that includes a two-and-a-half-hour journey to the airport, packing into ULDs (unit load devices), an eight-hour flight to Hong Kong on the midnight Cathay Pacific passenger flight, and up to three hours transferring to a flight to Hanoi. Wilkins adds: 'It can take nearly eight hours to get from Hanoi across the border.' This urgency is further exacerbated by the border shutting for the day at 8pm.

TACTICAL TEAMWORK

But, as the market has matured, so has the close working relationship between exporter, forwarder and Cathay Pacific Cargo. Robyn Young is Cathay Pacific cargo manager for Western Australia. 'Each day, the suppliers will have an idea of market requirements, so we will have a quick overview of the flight the day before and on the day to see how many passengers are flying, how many baggage containers are being used and how many positions are available for us to sell,' she says. 'We also have some express courier deliveries and some general cargo, so we work out how much capacity we have available for lobsters.'

The close working relationship has enabled Young to hold a minimum allocation for lobsters each day, and she will pass on news of additional capacity to Cathay Pacific's agents like World-Link's David Wilkins, who can notify all of his suppliers.

Although the WA rock lobster is a year-round product, there are definite peaks, particularly Chinese New Year, when Young



Hand baggage The sleeping lobsters are packed by hand
手提行李 冬眠中的龍蝦以人手包裝



Eski-doze They will stay asleep in their sawdust for 30 hours
箱內安眠 牠們會在箱內的木糠中冬眠30個小時

回想起 1960 年代，他的爸爸剛成立公司時，手上只有一艘漁船，下籠捕撈龍蝦時也只能依靠猜測，幾經辛苦才能抓到這種不易捕捉的甲殼類動物。Thompson 說：「當時生活很艱難，我們只能住在棚屋內。」現在情況已大為不同了，公司唯一的棚屋 (Shack)，只會在公司重整品牌形象後的新名字 Lobster Shack 中出現。Thompson 家族經營的 Lobster Shack 現在共有 25 艘有牌漁船，每艘獲發牌配備 400 個捕蝦籠，讓他們可在每年 600 萬公斤的龍蝦出口配額中分到可觀的份額。更重要的一點是公司還有自家加工設施，可靈活處理龍蝦供應量。他說：「我有雙重身份，既是漁夫，也是加工及出口商。所以才會熬得滿頭白髮，滿臉皺紋。但是我很喜歡出海，出海時，整個世界就好像只剩下我和三個船員。」

海床棋局

Thompson 的船隊在日間將捕蝦籠放入大海，守候膽小的龍蝦在晚上從珊瑚礁或海底大石下出沒覓食。他說：「我們使用現代漁船，配備最新科技儀器。不過龍蝦有自己的生活方式，而且按天氣而改變，有時候我們可以估計到牠們在哪裡出沒，就像一場棋局一樣。」

船泊岸後，龍蝦就會送往工廠，放在運輸帶上，機器會按重量將龍蝦分為不同等級，放進適合的魚池裡。這個分級方法能把對龍蝦的傷害減至最少。少了一條腿或觸鬚的龍

蝦不能出口，只好成為 Lobster Shack 餐廳的美食。

魚池內裝有 200 公升新鮮海水，分類後的龍蝦會在魚池中「過冷河」三天。牠們踏上 7,000 哩長征那一天，漁農會以人手檢查龍蝦的情況，然後把牠們放進冰水中，令牠們進入冬眠狀態，再放進鋪上木糠及冰袋的保冷箱中。Wilkins 說，接下來龍蝦就如箭在弦開始趕路北上：「若一切順利，龍蝦只需待在保冷箱內 30 小時，就可抵達中國和開箱。若時間太久，龍蝦在途中醒來，就會四處翻滾，結果會弄傷自己，死亡率也會上升到我們不能接受的水平。」

整個運送過程每一環都不容有誤。龍蝦要先經兩個半小時的車程運到機場，然後裝入集裝箱，再運上深夜的國泰客機貨艙，經八小時機程飛抵香港，再花約三小時轉機到河內。Wilkins 補充說：「龍蝦或需用上近八小時才能從河內運抵中國。」由於中越邊境在晚上 8 時關閉，因此時間變得更分秒必爭。

分工合作

不過隨著市場愈趨成熟，出口商、物流商及國泰貨運亦愈加合作無間。國泰西澳洲貨運經理 Robyn Young 表示：「供應商每日都會估算市場要求，因此我們會先了解前一日及當日的航班情況，掌握航班的乘客人數和乘客行李佔用了的集裝箱數量，以及還剩下多少貨運空間可供使用。」她並表示：「再



Boarding party The eskis are either secured to pallets or in containers on board
集體登機 保冷箱會先在集裝板或集裝箱組裝才運上機



Ready to roll Aboard the midnight flight to Hong Kong
準備出發 牠們乘搭午夜航班飛往香港

says her team works seven days a week to deal with demand.

For the lobster season, Cathay Pacific reroutes the Dhaka, Hanoi, Hong-Kong freighter to call at Hanoi first, as regional cargo manager, Australia Nigel Chynoweth explains. 'That's based on projections from the industry, and we normally start that in mid-November. We have flexibility to respond to the market, so close to our New Year we might move up from five times a week to daily to satisfy demand, or drop it back to three times a week in quieter periods. David at World-Link is helping us to position that so we don't waste capacity.'

Like all parties in the business, Chynoweth is looking forward to the time when the free trade agreement kicks in fully, allowing the consumer market to develop in China and taking away some the bottlenecks. 'We would love to not have this pressure and to be able to use our Dragonair network from Hong Kong,' he says.

Squinting into the warm Australian winter sun, Lobster Shack's Thompson agrees. 'Come that time,' he says, 'Cathay Pacific Cargo will have the best game in town.' ■

Perishable cargo needs special care. With Fresh Lift, you can rest easy knowing your temperature-sensitive shipments will arrive fresh. For more information about our Fresh Lift, please visit www.cathaypacificcargo.com

運送新鮮貨物需要格外謹慎。因此我們特設Fresh Lift，確保對溫度有高度要求的貨物，在運輸全程保持新鮮。有關Fresh Lift服務詳情，請瀏覽 www.cathaypacificcargo.com



把我們要處理的特快速遞貨物和普通貨物計算在內，我們便可知知道航機上還有多少空間可以運送龍蝦。」

與各方面保持緊密合作，有助 Young 每日為龍蝦預留最基本的貨運空間。如果最後還有額外空間可供使用，她會馬上聯絡國泰的貨運代理商，如 World-Link 的 David Wilkins，讓他將有關消息通知供應商。西澳洲的石龍蝦全年都有貨運需求，不過也有旺季，尤其是農曆新年期間，Young 的團隊往往要一星期七天無休工作才能應付。

國泰澳洲地區貨運經理 Nigel Chynoweth

表示，龍蝦旺季來到時，國泰貨運會安排前往達卡、河內和香港的貨機中途在河內落貨：「調動情況視乎業界的預測而定，通常在 11 月中開始。我們能靈活應對市場的需要，所以新年快到時，我們可以將貨機的班次由一星期五班增加到每日一班，以應付龐大貨量。在淡季時也可以將班次調整為一星期三班。

David 會幫助我們安排貨物的位置，保證不會浪費任何空間。」

Chynoweth 與其他同業一樣，滿心期待中澳簽定自由貿易協定後，可開拓中國消費市場和清除一些貿易關卡。他表示：「我們希望不必再承受此壓力，能直接使用港龍的香港網絡。」

Lobster Shack 的 Thompson 也表示贊同，他在澳洲的艷陽下眯著眼睛說：「到時候，國泰貨運將會成為市內最有優勢的航空公司。」 ■



TAPPING THE TOURIST POT 旅遊熱點



It seems that Asian consumers aren't just enamoured with eating West Australian rock lobsters; they are also keen on having a good close look at these premium crustaceans in their place of origin before they make the journey east – and sampling the product in situ.

In addition to creating a thriving fishery and export business at Cervantes, the Thompson family also runs an award-winning tourist attraction. The impetus for this arm of the business was provided in 2010 by the opening of the Indian Ocean Drive, a scenic route linking Perth two and a half hours away and the area's prime natural attraction the Pinnacles, as Indian Ocean Lobsters/Lobster Shack managing director Dave Thompson (*above*) explains.

'Cervantes used to be the end of the road, so prior to that we had converted an old office on our site to cook and sell the lobsters that didn't make the grade for live export,' he says. 'So we had a little shop and that did okay. We were then approached by a tour operator who was taking 10 people at a time up to the Pinnacles in a four-wheel drive. They would have a barbecue on the beach, but he said that the sand was getting in the sausages, and would I mind if they came here instead?'

'So I said fine, but I'll show your guests around the facility and charge them A\$5 (HK\$28) a go. People liked it and it grew from there. Then, one day, Western Australia Tourism rang and said they had 25 outbound tour operators coming in from China. There was not much here, then, but they said they wanted to see the facility. So they came and we gave them a big seafood platter and they were blown away. It

became clear we were on a bit of a winner, but we had to make some improvements.'

These improvements have included an aerial walkway over the processing plant floor, with a phone guide in 40 languages, a theatre, gift shop, murals, boat trips and, of course, plenty of opportunities to sample the wares. A long way from the original 'shack' that had painted hessian sacks in lieu of walls.

'Our biggest day saw us serve 240 lunches, and we're still developing,' says Thompson. 'We need a proper restaurant, another barbecue area. We're doing boat tours so we can show people how we catch the lobsters, and people are interested. These are predominantly Asian tourists, and of course they love live seafood and especially lobsters. We're very lucky to be in that business.'

看來亞洲的消費者不僅愛吃西澳的石龍蝦，甚至會在前往東岸遊覽之前，在西澳的原產地與這種珍貴的甲殼類海產來個近距離接觸，然後即場品嚐這種美食。

Thompson家族不但於Cervantes創辦了興旺的漁場及出口業務，漁場更成為得獎旅遊景點。於2010年開通的印度洋公路則助了這盤生意一把。Indian Ocean Lobsters/Lobster Shack總經理Dave Thompson（左圖）解釋，這段觀光路線將Cervantes的主要自然景點尖峰石陣，與遠在2.5小時車程外的珀斯連接起來。

他說：「Cervantes以往位於大道的盡頭。最初我們將漁場的舊辦公室改裝成店舖，烹調及出售未能達到鮮貨出口標準的龍蝦，一家小小商店就此誕生，生意還不俗。之後有一間旅行社聯絡我們，他們每次都用四驅車載約10名遊客前往尖峰石陣，之後會在沙灘享用燒烤，可是沙粒經常吹到香腸上，所以他們問我是否介意他們到我這裡用餐。」

「於是我便說沒問題，但我要帶你的遊客參觀這裡的設施，並收取每人5澳元（28港元）入場費。結果大家都喜歡這裡，自此我們生意漸上軌道。某一天，西澳旅遊局打電話來，說將有25個跨境旅行團從中國過來。雖然那時候這邊可參觀的景點不多，但他們說想看看這裡的設施，於是他們來了。我們炮製了海鮮大拼盤招待他們，教所有人讚不絕口。我們目前已經小勝一仗，但還是要作出改善。」

漁場的改善措施包括於加工廠上方加建空中走廊，並增設40種語言的手機導覽服務、劇院、紀念品店、壁畫、遊船河等，當然少不了品嚐我們的龍蝦。如今，漁場每天都有多輛旅遊巴士到訪，跟昔日以麻布袋圍牆搭成的「棚屋」不可相提並論。

他續說：「我們的單日最高紀錄是預備240份午餐，而且業務仍在不斷增長，我們需要增建正式的餐廳和多一個燒烤區。現時我們在遊船河時示範如何捕捉龍蝦，很受客人歡迎。他們主要為亞洲旅客，當然都愛吃活海產，尤其是龍蝦。能夠從事這門生意，我們都感到十分幸運。」



Rock of ages The Pinnacles limestone formation, which was the previous tourism draw to Cervantes

自然禮讚 Cervantes的尖峰石陣吸引不少遊客到來



PLOTTING JAPAN'S ECONOMY

日本經濟藍圖

What will prime minister Shinzo Abe's implementation of 'Abenomics' do for the country's imports and exports?

日本首相安倍晉三推出的「安倍經濟學」對該國的出入口有何影響？



James Ashton

Executive editor of *London Evening Standard* and *Independent titles*

《倫敦標準晚報》及《獨立報》行政編輯

WHEN the Japanese prime minister Shinzo Abe began his monetary experiment to kickstart growth in his country's sluggish economy, the world was watching.

So-called 'Abenomics' centred around the sharp devaluation of the yen in an attempt to get a nation encumbered by an ageing workforce and surrounded by nimbler neighbours moving again. At first, it had a striking impact, sending business confidence soaring and helping exports. Consumers, already buoyed by the prospect of the Olympic Games coming to Tokyo in 2020, had their wallets out too. That was until the government went some way to neutering the stimulus by slapping an increased sales tax on shoppers.

Fast forward two years and hopes are not so high now. Japanese wages have been falling, inflation has all but dried up and economic growth, while surprisingly strong in the first quarter of the year, has been erratic. Another recession is a distinct possibility. The biggest problem, however, has not been Abe's unwillingness to follow through with promises of market reform; it is China's decision to devalue the yuan that changes the game.

Abe would not have made his move without careful consideration of its impact on trade flows. Japan remains one of the largest import-export markets in the world and still regards itself as a processing nation, one that adds value to imported goods and then sells them on. For a long time, companies were heavily incentivised to export. ☹

日本首相安倍晉三開展多項貨幣政策，以刺激當地停滯不前的經濟增長，備受全球矚目。

「安倍經濟學」主要透過大幅貶值日圓，來挽救受勞動力老化及鄰國進取政策拖累的日本經濟。政策推行初期頗見成效，帶動企業營商信心上升，出口量大增。此外，消費者受到東京於 2020 年舉辦奧運會的利好因素刺激，紛紛付鈔消費。然而，這些向好的發展，直至政府決定減少政策帶來的刺激，提高消費稅而出現改變。

兩年過後，民眾的期望已經退減不少。日本僱員的工資正在下降，連通脹也停止了。在今年首季，日本經濟曾錄得令人驚喜的增長，可是現在又轉為波動。日本經濟似乎將再陷衰退，但最大的問題並非安倍沒有信守推行市場改革的承諾，而是中國貶值人民幣的決定，大大改變了當前的經濟形勢。 ☹



The market has moved on. For Japan, trade with China far eclipses trade with the US, which for a long time was the country's biggest customer. So China's efforts to halt a slide in its own exports and boost an annual growth rate that is forecast to be at its lowest for 25 years presents a problem for Japan.

The Chinese move could force Abe's hand to boost competitiveness. Re-entry to the currency wars might not be advisable if he is to avoid a race to the bottom with his chief trading partner. Instead, he may choose to follow recent advice from the International Monetary Fund, which suggested that Abenomics should be 'reloaded' with some potential for further monetary easing but also the acceleration of structural reforms of the labour market and a loosening of the state's grip on agriculture.

CORPORATE PROFITS UP

In the meantime, company profits in Japan are rising. A good example of corporate confidence was the Nikkei media group's recent acquisition of the *Financial Times*. However, technology company Toshiba generated some unwanted headlines in that newspaper's pink pages, with an £800m profit overstatement, recalling a similar scandal at camera and medical equipment maker Olympus four years earlier.

So where does that leave the country's export market? Japan's air cargo industry has had a strong run, but questions remain about how long this can last. In their most recent financial results, the country's two principal carriers appeared to contradict each other. While one cited strong international cargo growth, the other reported the effects of overcapacity

Making the headlines The Nikkei Group has bought London's *Financial Times* (above right), while Toshiba made the headlines for the wrong reasons with a false profit statement (above). Beaujolais Nouveau (far right) is popular 新聞焦點 日經集團收購了倫敦的《金融時報》(右上圖); 東芝被揭發虛報盈利(上圖); 保早麗新酒(右頁右圖)大受歡迎



and softening demand.

Trans-Pacific routes have performed well. To underline the importance of the North American economy for keeping the bellies of aircraft full, another Asian airline's decision in the spring to pull out of the freighter business was in part because it could not compete on routes serving that market.

Japanese carriers have routes in place to the US for historic reasons. Air cargo demand also benefited enormously from the wage dispute that caused dockworkers to strike, leaving logjams at sea ports on the west coast of the US. Carriers had already done well on the back of new product launches as the consumer technology space remains busy.

There has been a decline in shipments from Japan's electronic giants in the past few years, as they have been outflanked by competition from South Korea and companies with global supply chains.

But Japan has prospered from providing more of the high-tech component parts rather than the finished gadget. For example, many of the parts that make up the new iPhone 6 were manufactured in Japan. Many more of these components tend to be flown because product-launch cycles have shortened as rivalries between manufacturers intensify.

Trade has also been brisk on seasonal items. For example, Japanese drinkers have developed a thirst for Beaujolais Nouveau. The young wine has been imported by air to celebrate its arrival sometimes even ahead of the enthusiastic French. Eight million bottles are flown in, making it just about as popular in Japan as it is in France.

China, for all the monetary problems it is posing Japan, remains a crucial air freight market. Its increasingly urban middle-class population has developed a taste for many Japanese delicacies such as wagyu beef and seasonal fruits.

Japanese farmers must now hope that the premium the Chinese are prepared to pay for these luxury items still counts for something when they work out the foreign exchange rate.

相信安倍一定有細心分析其經濟政策對貿易的影響，經深思熟慮才有這番舉措。日本是全球其中一個最大的進出口國，並且以加工國自居，為進口貨物增值後再出口到別國。長久以來，日本公司的出口業務一直獲政府大力資助。

市場狀況不斷轉變。美國曾經長期是日本最大的顧客，可是現在日本與中國之間的貿易往來早已超越日美之間的貿易。因此，當中國面對國家出現 25 年來最低的經濟增長率預測時，便採取措施阻止出口量下滑，並設法刺激經濟增長，這無疑會為日本帶來不少問題。

中國採取的措施可能會迫使安倍著手提升日本的競爭力。要是安倍不想與日本的最大貿易夥伴展開底價競爭，就不宜重啟貨幣戰爭。因此，他可能會接受國際貨幣基金組織最近的建議，讓「安倍經濟學」進一步放鬆貨幣政策，同時加快勞動市場的結構性改革，以及放寬政府對農業的控制。

企業利潤向上

但與此同時，日本企業的利潤仍有上升趨勢。日經傳媒集團最近收購了《金融時報》，可見企業仍然對經濟抱持信心。然而，科技公司東芝卻正好被《金融時報》揭發虛報盈

利達八億英鎊之多，令人回想到四年前，傳媒報導相機及醫療用品製造商奧林巴斯同類醜聞。

那麼日本的出口市場又如何？日本空運業的表現強勁，但這個狀況可以維持多久？當地兩間主要航空公司發表的財務報告便看似自相矛盾：其中一間指國際貨運增長強勁，另一間則指已感受到市場出現飽和，而且需求漸趨疲弱。

實際情況是跨太平洋航線的表現良好。某間亞洲航空公司在春季決定停辦貨運業務，部分原因是它無法跟其他服務北美市場的航線匹敵，由此反映出北美經濟對亞洲航空公司的貨運有殷切的需求。

日本航空公司提供往返美國的航線固然有其歷史原因。美國西岸碼頭工人的薪金糾紛導致罷工，造成海港大擠塞，也令空運因需求急增而受惠。此外，消費電子產品市場近年發展蓬勃，日本航空公司早已在背後協助了不少新產品推出市面。

過去幾年，面對南韓加上擁有環球供應鏈的公司左右夾擊，日本科技巨擘的出口逐漸減少。但日本經濟的發展並非全靠輸出科技成品，而是仰賴提供高科技零件驅動。舉例來說，iPhone 6 大部分零件都是由日本生產的。現在電子產品生產商競爭激烈，導致產

品推出周期縮短，因此大部分電子產品都得空運零件生產才能趕得上。

時令產品也幫助推動貿易，日本對保早麗新酒的需求強勁就是其中一例。新酒釀成後，日本會將新酒空運回國，有時甚至會比「酒國」法國更快運抵市場。日本會輸入 800 萬瓶新酒，數量與法國不相上下。

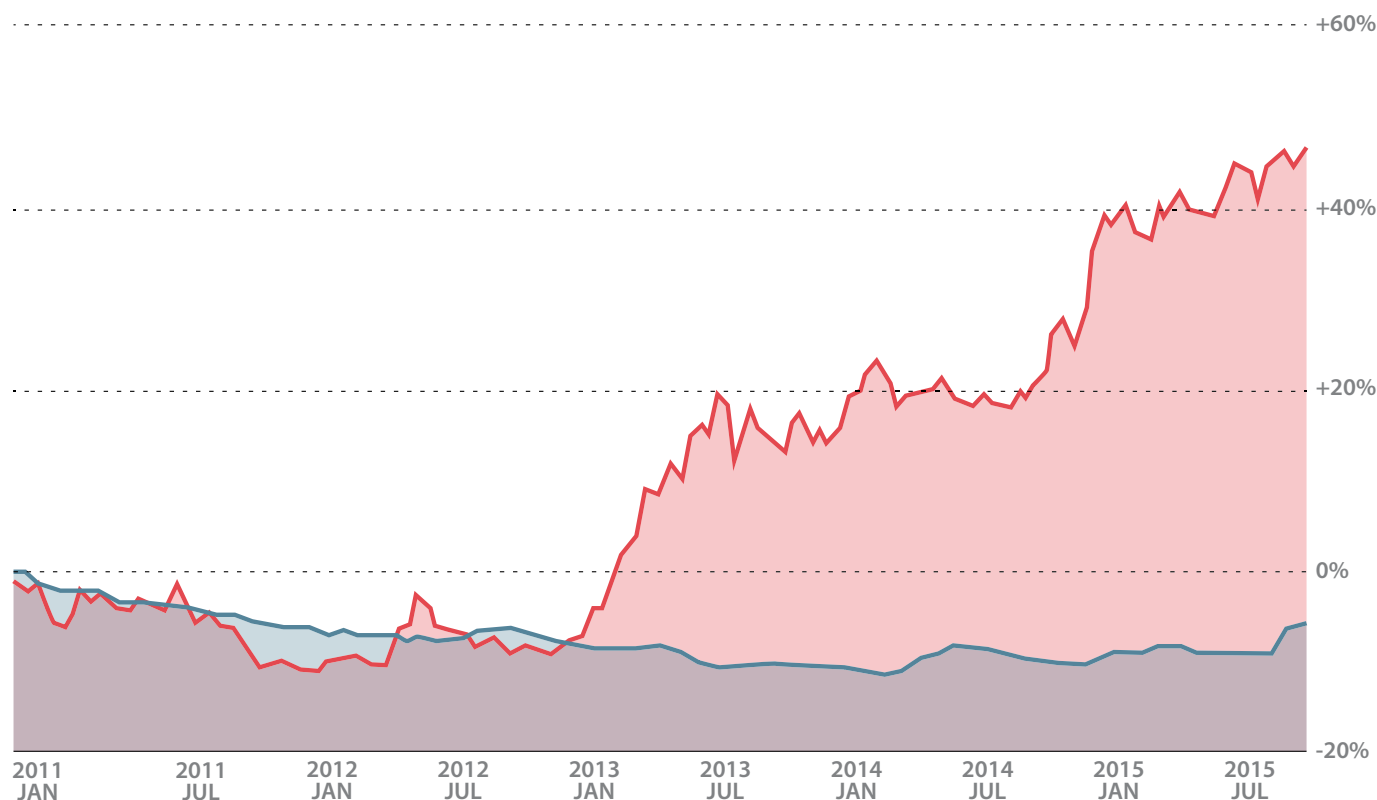
雖然中國為日本帶來不少金融問題，卻仍然是日本主要的空運市場。中國城市的中產階層日益增長，並愈來愈鍾情時令水果及和牛等日本美食。

日本農民現時只希望這些中國消費者在計算匯率後，仍願意付高價購買這些奢侈品享用。



CURRENCY FLOW THE YEN AND YUAN VS THE US DOLLAR SINCE 2011

貨幣走勢 2011 年後日圓與人民幣兌美元情況



INDUSTRY SPOTLIGHT: STEPPERS 行業焦點：光刻機

Moving the big machines that print the chips for our ever-miniaturising gadgets

運送體積龐大的印製晶片機械，用以生產愈來愈微細的科技產品

Moore's law, devised by Intel co-founder Gordon Moore, states that computing power derived from semiconductors (and the number of transistors on them) will double every two years. People now argue that this doubling now in fact happens every 18 months, with more and more circuits piling up on smaller and smaller chips. According to figures from 2013, Japan had two companies in the top 10 manufacturers of semiconductors, with a third – Sony – in 15th place. But what of the equipment that helps create these tiny micro-miracles? This is an area in which Japan excels, with a number of manufacturers.

Taiwan is a voracious consumer for this equipment as it has a number of 'foundries' turning out vast quantities of the integrated circuits that are in so much demand. About 90 per cent of the machines (known as steppers) that Cathay Pacific Cargo carries head to Taipei, but there are also export destinations across the globe.

Ironically, as the chips get smaller, the steppers get bigger. Using a process called photolithography, steppers use light to etch the circuits through a chemical coating, step by step on the chip's silicon base known as a 'wafer' (right). Don't be fooled by that word – these machines are heavy, as Cathay Pacific Cargo sales manager east Japan Takao Kobayashi explains. 'We handle the steppers for integrated circuit assembly,' he says. 'The main body of an individual unit weighs more than 10 tonnes, and the total load for a complete unit occupies half the space of a Boeing 747 freighter.'

Steppers are also used in the production of flat-panel displays, but as screens have got bigger so have the machines – they have already outgrown air freight. Yet, while they are big, they are also sensitive. They come with lenses that need to focus beams

to within tolerances of a micron, which means they are sensitive to both vibration and sudden changes in temperature.

Kobayashi adds: 'When we accept a stepper shipment at Tokyo Narita, the process starts three hours before the flight departs. Until then, the stepper will be stored inside a temperature-controlled trailer. After loading, we always ask the flight crew to maintain aircraft temperature at 23°C.'

On arrival, temperature-control trailers are in place on the ramp to welcome the steppers. Cathay Pacific's Cargo Terminal at Hong Kong also has a room dedicated to stepper equipment. While special packing handles mid-air turbulence, great care is taken to minimise vibration on the ground, with the equipment being moved to and from the aircraft at speeds not exceeding 5kph.

Over the past year, Cathay Pacific Cargo has carried around 3,000 tonnes of stepper equipment, with 10 per cent of that total requiring the gentle touch that has seen the airline named as handling carrier of choice for one of the biggest manufacturers.

英特爾創辦人之一Gordon Moore提出的摩爾定律，指出每隔兩年，半導體的功能（以及晶片上的電晶體數量）將會倍增。有人反駁說，現在這個倍增定律已經變成18個月一次，而且微型晶片上安裝的電路也愈來愈密集。2013年，日本有兩間公司躋身全球十大半導體生產商的行列，第三間榜上有名的日本公司索尼也緊隨其後，排名第15位。到底這些神奇的微型晶片，是用什麼器材製造的呢？這種精密機器便是光刻機，是日本最擅長的項目之一，國內更有多間生產商。

台灣是光刻機的一大市場，當地有多間「代工生產」公司使用光刻機生產大量集成電路。現時國泰貨運運送的光刻機中，有九成出口到台北，其餘則運往全球各地。

有趣的是當晶片愈來愈小，製作晶片的光刻機卻愈來愈大。它利用光學蝕刻技術，以光束在矽膠基片（右圖，又名「威化」）的化學塗層上逐步刻上電路。國泰航空東日本貨運營業部經理小林

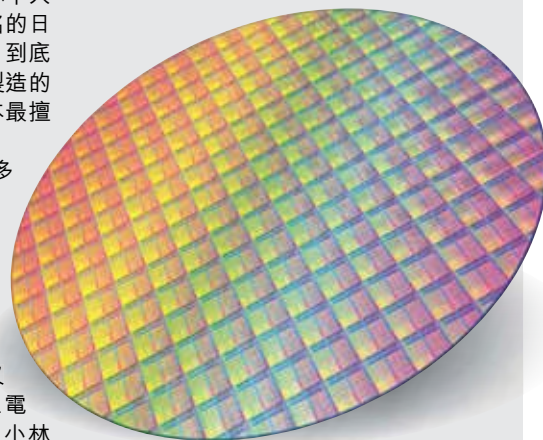
隆郎強調，不要被它的名稱誤導，光刻機其實重量驚人。他說：「我們運送的光刻機是用來製造集成電路的。一部光刻機單是主機部分的重量就超過10噸，而一部裝配好的光刻機，就佔去波音747貨機的一半載貨空間。」

光刻機還可用於生產平面屏幕，但是隨著電腦屏幕愈來愈大，光刻機的體積也隨之增加，甚至比貨機的運載空間增長更快。這些機器不僅巨大，還很易受損，因為機身有校準光束位置專用的鏡片，可將光束校準的落差保持在一微米以內，因此不宜承受任何震動或突然的溫度轉變。

小林補充說：「我們在成田機場接收光刻機後，會在飛機起飛前三小時開始做準備。機器運上機艙前，會先存放在恆溫貨櫃中。運上機艙後，我們會指示機組人員將機艙溫度設定為攝氏23度。」

航機降落后，地勤人員已在升降台預備恆溫貨櫃迎接光刻機。國泰航空新啟用的香港貨運中心也有專門為光刻機而設的儲存室。光刻機會以可抵禦空中氣流震動的特製防震材料包裹，地勤人員小心翼翼地把它從地面移至機上或移出機艙時，速度也會控制在每小時五公里以內，將震動減至最低。

國泰航空去年運送的光刻機重量累計達3,000噸，當中一成更由全球其中一間大規模生產商付運。他們認同國泰貨運處理這種精密器材的謹慎態度，因此選擇以國泰貨運為運送光刻機的航空公司。



Please visit www.cathaypacificcargo.com for more information about Cathay Pacific Cargo's Expert Lift product.

欲查詢國泰貨運Expert Lift產品詳情，請瀏覽www.cathaypacificcargo.com



INDUSTRY SPOTLIGHT: PHARMACEUTICALS 行業焦點：醫藥業

The pharma market may be governed by generics, but specialist transport is vital

非專利藥品或會主導藥業市場，但特殊貨品的專業運輸至為關鍵

The Japanese pharma market is the second biggest in the world, and it's also undergoing something of a shock therapy. Prime minister Shinzo Abe has recently announced that in an attempt to reduce the healthcare costs of the country's ageing population, he has set an 80 per cent target for generic drugs by 2020. An astonished president of Pfizer Japan, Ichiro Umeda, said: 'I don't think anyone even imagined it.'

While it may make Japan's pharma market 'sluggish', as Umeda contends, it is good news for the manufacturers of generic drugs – those drugs that have passed the period for exclusive production by the patent-holder – across Asia, particularly in India and South Korea, which are focused on developing opportunities in Japan. But these shipments tend not to be time sensitive and are increasingly becoming a sea freight cargo.

Mark Mohr is director of partner management at CSafe Global, a supplier of cold-chain equipment that works with Cathay Pacific Cargo to provide specialised support for its Pharma Lift product. He has identified the Kansai region, where Japan's tardy entry into research and development is being met by accelerated development. 'With its high concentration of universities and research facilities, this represents one of the larger bio-pharma development clusters in the country,' he says.

Kansai International Airport (KIX) is located on an artificial island on Osaka Bay, and is the exit point for some of the fruits of this research. Mohr adds: 'KIX to destinations in the US is one area in which we are seeing volumes.'

He also cites Fukushima to Europe, and Seoul to airports across Japan as other areas where its services are called upon. Cathay Pacific Cargo product and marketing manager Jack Lo says that KIX has many



advantages for this cluster. 'Flights from Osaka depart in the late afternoon with connections to North America, Europe and Australia the same night from Hong Kong,' he says.

Not only that, but supplier partners such as CSafe and Envirotainers are on hand to ensure safe and reliable thermal management, which is becoming ever more important, as Mohr explains: 'Increasing levels of regulatory scrutiny are driving innovation in the safe and ethical transport of today's generation of healthcare products.'

In Japan, there is a team in place to provide it.

日本的藥業市場全球排行第二，但這個市場正經歷一次重大的改革。日本首相安倍晉三剛宣佈要減省國家人口老化的醫療開支，並擬定非專利藥品的使用目標在2020年前達到八成。日本輝瑞藥廠的社長梅田一郎指：「這個政策出乎所有人意料之外。」

梅田認為這個政策會令日本的藥劑市場「停滯不前」，但對亞洲的非專利藥生產商來說，這卻是個好消息，特別是印度和南韓的非專利藥廠，因為他們正積極開拓日本市場，而部分藥物的專利保護期已過，不再依賴獨家生產。問題是這種藥物的貨運期並無迫切性，而且愈來愈偏向使用海運。

Mark Mohr 是冷凍鏈器材公司 CSafe Global 的合作夥伴管理部總監，CSafe Global 為國泰 Pharma Lift 貨運服務的供應商之一。Mohr 早已洞悉關西地區的優勢，日本雖然較遲才開始研究及發展醫藥市場，但隨著發展步伐加速，關西醫藥市場已漸趨成熟。他表示：「這裡有多間大學及研究中心，正好表示這兒可以成為日本其中一個生物製藥業的發展重鎮。」

關西國際機場 (KIX) 坐落於大阪灣一個人工島上，這些醫藥研究的成果就是在此出口。Mohr補充說：「從KIX飛往美國的航線，就是其中一條出口量漸增的航線。」

他又指出福島至歐洲的航線及南韓至日本各地的航線，都是熱門的藥物運送航線。國泰航空貨運產品及市場經理羅錦彪認為，關西國際機場在這方面很有優勢：「由大阪出發的航班於傍晚起飛，並在當晚從香港接駁前往北美、歐洲及澳洲等地。」

不僅如此，國泰的供應商夥伴CSafe和Envirotainers都全力確保運送過程安全，而且妥善管理恆溫系統，這兩點非常重要。Mohr表示：「當局的監管要求愈來愈高，反而激發我們銳意創新，令運送醫藥產品的過程更安全和合乎道德要求。」

我們有一個表現優秀的團隊，在日本隨時候命。

Please visit www.cathaypacificcargo.com for more information about Cathay Pacific Cargo's Pharma Lift product.

欲查詢國泰貨運Pharma Lift產品詳情，請瀏覽www.cathaypacificcargo.com





LOCAL KNOWLEDGE

本地情報

Cargo manager Shuichi Ueba talks business and Beatles

國泰貨運經理上羽秀一暢談業務和披頭四

How long have you been with Cathay Pacific?

I have been at the airline for 28 years, mostly in sales and marketing on the passenger side. I moved to cargo three years ago, so I'm still quite new. Most of my time has been in Japan. I joined in Osaka, then spent three years in Hong Kong, then moved back to Tokyo when I was seconded to work for Cathay Pacific Holidays. I then rejoined Cathay Pacific firstly in Sapporo, then Osaka and then back to Tokyo for Cargo to look after all of Japan.

What do you do when you're not at work?

I like to spend time with my family. I have one wife, one son – and one rabbit! I like driving and I really enjoy music – I'm a big fan of The Beatles, and they are one of the reasons that I joined Cathay Pacific. When I was a student I flew to Liverpool to see where the Beatles started out. I flew with Cathay Pacific and

was so impressed with the service standards that I applied for a job. I play the guitar and piano and I'll sing *Twist and Shout* in a karaoke bar to entertain my guests sometimes.

What's the best thing about Tokyo?

My hometown is actually Fukuoka but I now live in Tokyo. The best aspect is the people. Japanese people are by nature very polite. The city is clean and everything is in order. Although it's a big place, it's possible to get back to nature. It has everything.

What do you enjoy most about your role?

I enjoy working with the team. We have good working relationships because it's small, but this also means that we look after both the commercial and operational sides of the business, which means we can offer better solutions to customers.

How is the market looking and what are the main movements by air cargo?

Japan continues to recover and is still makes high-tech items. While the days of 'Made in Japan', when we exported complete products, are over, many devices still feature Japanese components. Around 50 per cent of the parts in a recent top-selling smartphone were made in Japan. And most components in these sort of devices are carried by air because the manufacturing lead times are very short.

The second big area is with stepper technology (see p22). These are the machine tools used to create semiconductors. It's a good area of business for the freighters because the equipment is too big to fit in belly holds and needs careful handling. Our freighter service from Narita is a real strength for us in this regard.

The third area of growth I think will be in perishables. Japan has growing numbers of visitors because of the depreciation of the yen and relaxation of visa requirements. These people are tasting our produce. They like it and when they go back they are prepared to pay a premium for Japanese products. And food is still a big import market.

Biggest highlight of your Cargo career?

When I joined, results were not very good because of the slowdown in the Japanese

你在國泰航空工作了多久？

我在國泰航空工作已經28年，大部分時間在客運部從事市場營銷工作，三年前轉到貨運部，所以算是貨運部新手。加入國泰後我主要在日本工作，最初在大阪，然後在香港總部工作了三年，再暫調到東京於國泰假期工作。之後我回歸國泰航空的日本地區辦事處，先於札幌及大阪工作，再調回東京，加入貨運部，管理全日本區的貨運服務。

工餘時你會做什麼？

我喜歡陪伴家人。我跟妻子育有一個兒子，還養了一隻兔子！我喜歡開車，也熱愛音樂。我是披頭四樂隊的超級樂迷，他們是我當初加入國泰的一大原因。我還是學生時曾專程飛往利物浦，到披頭四出道的地方朝聖。當時我乘搭國泰航機，它的服務水準令我留下深刻印象，於是申請入職。我也喜歡彈結他和鋼琴，也會在卡拉OK高歌〈Twist and Shout〉娛樂客人。

東京最好的是什麼？

我的家鄉其實是福岡，不過現居東京。東京最好的就是這裡的人，日本人天性待人有禮。另外，東京是很清潔的地方，一切都井然有序。它雖然是個大都會，但仍有地方讓你親近大自然，可謂應有盡有。

你最享受工作的哪些部分？

我很享受跟我們的團隊一起合作，因為我們是一個小團隊，所以工作關係良好。我們要兼顧貨運服務的商業及營運層面，因此我們能夠向客戶提供更好的服務。

市場狀況和航空貨運的主要走勢如何？

日本經濟持續復蘇，依然是高科技產品的供應國。在「日本製造」產品風靡全球的年代，我們出口的是製成品。不過，現時市面不少產品依然標榜搭載日本製造的零件，例如近期一款銷情甚佳的智能手機約有一半零件都是在日本製造。這類型產品的生產交付時間都十分短，因此大部分零件都採用空運。

日本貨運界的第二大領域就是光刻機科技（詳見第22頁），即是用於製造半導體所需的機械。這是貨運業的重要領域，因為光刻機體積龐大，難以放進機腹貨艙，需要小心處理。我們在成田機場的貨運服務很擅長處理這類貨物。

我認為第三大增長範圍就是鮮活貨物。日圓貶值，簽證要求放寬，令訪日旅客數字不斷上升。他們在日本品嚐鮮果及和牛等食品後愛上日本美食，回國時即使大灑金錢購買日本頂級產品也在所不惜。另一方面，日本的進口市場依然龐大。

Shuichi Ueba

上羽秀一

Cargo manager, Japan
日本貨運經理



economy. This year, we are doing very well. In part, this is because of the port congestion on the US west coast. More companies use just-in-time manufacturing, so if something goes wrong in the supply chain, they need things quickly and will look to air freight. We operated 15 charters in February and March. Normally, we operate two or three in a year.

How did you grow the business?

In Japan, building relationships with customers is very important and unlike on the passenger side, we cannot create demand. But once customers have confidence in our products we have the opportunity to develop business when the business is there. Also the Cathay Pacific Cargo Terminal in Hong Kong is a good opportunity. It's an amazing facility; I have taken customers to see it, and they are always very impressed with it.

What does the future look like?

The yen depreciation could be helpful us as it can grow the export business. Also, Tokyo is hosting the Olympic Games in 2020, and already this is affecting sentiment. Land prices are going up, property prices are going up and many companies are making record profits – if they invest that money well it could create a new growth cycle for the economy. ■

你在貨運工作的最大成就是什麼？

我剛加入時，正值日本經濟增長放緩的時期，所以業績未如理想。但今年我們超額完成目標，部分原因是美國西岸港口擠塞。而愈來愈多公司的生產程序都只在交貨期剛好趕及完工，缺乏緩衝時間，所以當供應鏈出現問題，他們需要迅速出貨，就需要選用空運服務。今年單是2月及3月我們就營運了15班包機，以往通常每年只有兩、三班。

你如何促進業務增長？

在日本，與顧客建立良好關係非常重要。但貨運服務跟客運服務不同，我們不可能製造需求，但只要客戶對我們的服務有信心，他們有貨物要付運的時候，我們便有機會承接這些訂單。香港的國泰航空貨運站亦是拓展業務的好機會，那裡的設施十分出色，我曾帶客戶前去參觀，他們都很欣賞這些設施。

你認為空運業的未來會是怎樣的？

日圓貶值有助刺激出口業務，帶動空運業發展。另外，東京將於2020年主辦奧運會，這一點已是相當吸引。日本的土地及物業價格雙雙上升，另有不少企業都錄得破紀錄的利潤。如果這些企業好好投資這筆錢，就能創造新一輪的經濟增長。■

Ueba-san's five best restaurants in Tokyo 上羽先生五大最愛的東京餐廳



UKAI TOFUYA

When I entertain guests, I tend to take them to Ukai Tofuya (left), which is very close to the Tokyo Tower. In spite of the location it's also set in some gardens, which are very peaceful and it's a wonderful setting to try some *kaiseki* cuisine – a traditional multi-course meal. And, as the name suggests, it specialises in tofu dishes.

NAMBAN-TEI

The restaurant is famed for its grilled chicken and is based in Roppongi, which is a lively area of town with lots of nightclubs. Our GM cargo sales and marketing Mark Sutch introduced it to us and it's become a firm favourite. We really like it.

TSUKI SUR LA MER

As its name implies, Tsuki Sur La Mer offers combination of western and Japanese food. The stylish interior also offers great views over the harbour.

WAKETOKUYAMA

Waketokuyama (top right) offers traditional Japanese cuisine of exceptional quality, but also with a twist provided by chef Hiromitsu Nozaki. A prolific writer with 40 cookbooks to his name, Nozaki adds a modern feel to traditional dishes and techniques.

BIG ECHO

This is a well known chain of karaoke outlets and one of the best. There are branches all over Japan. It has a casual ambience and is ideal when you want to channel your inner Beatle.

Tranquility plate Ukai Tofuya's garden setting (left); and cuisine with a twist at Waketokuyama (right)

怡情料理 Ukai Tofuya的庭園景觀 (左圖)；Waketokuyama (右圖) 的佳餚饒有新意

UKAI TOFUYA

我招待客戶時，通常會邀請他們到東京鐵塔附近的 Ukai Tofuya (左上圖)。那裡不但地點方便，餐廳更被數個庭園圍繞，氣氛寧靜，適合品嚐會席料理(由多道菜式組成的傳統日式晚餐)。這家店名意思是豆腐屋，名副其實專營豆腐菜式。

南蠻亭

這家餐廳位於六本木，燒雞遠近馳名。六本木是個很有活力的地方，有很多夜店。當初是我們的貨運營業及市務總經理薩孟凱介紹這家店給大家的，現在它已經成為我們的最愛。我們真的很喜歡這家店。

TSUKI SUR LA MER

單看 Tsuki Sur La Mer 的店名，已知道這裡的菜式和洋融合。餐廳除了裝潢時尚外，更可盡享海港美景。

WAKETOKUYAMA

Waketokuyama (右上圖) 為顧客送上一流的傳統日本菜，大廚野崎洋光更為傳統菜式添上新意。野崎先生是多產的作家，推出過 40 本烹飪書，並為傳統菜式及烹飪技巧增添現代感。

BIG ECHO

它是著名卡拉 OK 連鎖店，亦是行內首屈一指之選，分店遍佈全日本。店內氣氛輕鬆，讓你盡情釋放內心的披頭四。

TAKING IT TO THE TOP

精英薈萃

Top agents attended the annual dinner, while another select band joined the airline in celebrating the newest member of the fleet with a trip to Seattle and a seat on the inaugural flight to Hong Kong

最佳貨運客戶雲集出席周年晚宴，另一批卓越客戶則與我們一同前往西雅圖，慶祝國泰機隊加入最新成員，他們並成為新客機首航前往香港的座上客



TOP AGENTS SPARKLE 傑出代理

The Hong Kong cargo sales team held its annual Top Agents Awards Dinner at the Cordis, Hong Kong (formerly The Langham). More than 100 guests attended. Highlights included a performance by TVB artist Jacqueline Wong and a spectacular dance performance by five members of the Hong Kong Sales team

國泰貨運香港營業部假香港康得思酒店（前稱旺角朗豪酒店）舉行一年一度的最佳貨運代理頒獎禮，逾100位嘉賓出席盛會。精采節目包括無線電視藝員黃心穎現場演出和營業部五位成員出色的舞蹈表演





BOEING UP IN THE WORLD 波音展翅

More than 30 cargo customers joined Cathay Pacific Cargo in Seattle for the delivery ceremony of the airline's latest Boeing 777-300ER. Highlights of the trip included a visit to the Boeing factory in Seattle to see the assembly line. On the plane's inaugural flight to Hong Kong, guests were presented with a 'first to fly' certificate by Captain Mike Evans

逾30位貨運客戶跟國泰貨運一起前往美國西雅圖，出席國泰最新一部波音777-300ER延程客機的接收儀式。行程其中一個亮點是到訪位於西雅圖的波音工廠，參觀組裝工場。在前往香港的航程中，賓客們獲機長Mike Evans頒發「first to fly」首航證書



CATHAY PACIFIC CARGO PRODUCTS

國泰貨運 專業服務



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。



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。



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。



Tailor-made solutions for premium wine. 方案度身訂造，運送葡萄酒首選。



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



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。

Please visit www.cathaypacificcargo.com for more information about Cathay Pacific Cargo's range of products

請瀏覽

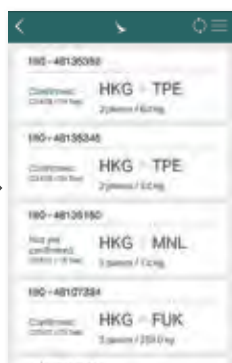
www.cathaypacificcargo.com 查詢國泰貨運各項產品及服務詳情

CARGO IN THE PALM OF YOUR HAND

追蹤貨物就在指掌之間

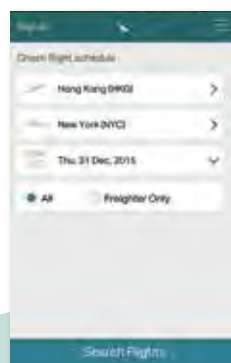
The Cathay Pacific Cargo app offers cargo agents, forwarders and customers a convenient way to track shipments, as well as a wealth of other services and functions relevant to the operations of Cathay Pacific Cargo. Using the app, customers can track shipments on smartphones or tablets anytime, anywhere, along with much of the functionality of the www.cathaypacificcargo.com website

國泰貨運的應用程式為貨運代理、貨運公司及客戶提供方便，讓他們可以輕易追蹤貨件的運送情況，並提供國泰貨運多項相關的服務及功能。客戶可以隨時隨地使用智能電話及平板電腦，透過應用程式追蹤貨物，以及使用 www.cathaypacificcargo.com 網頁的大部分功能。



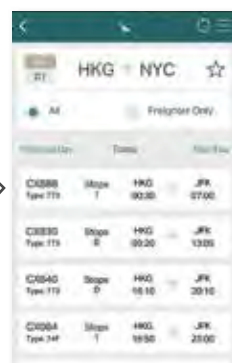
Track & Trace 貨件追蹤

Track multiple way bills on one convenient page
在單一頁面追蹤多份貨單的狀況



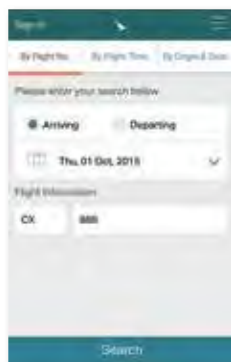
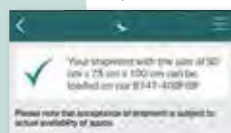
Flight Schedule 航班時間表

Check the flight schedule for all Cathay flights – including freighters
查看所有國泰航班的時間表，包括貨機班次



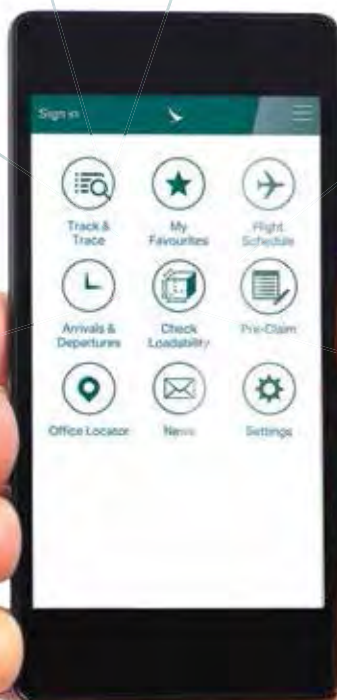
Check Loadability 查詢裝載可能性

Enter the dimensions to check if your cargo can get on board on every Cathay aircraft type
輸入貨件尺寸，查詢能否裝進國泰機隊使用的航機種類



Arrivals & Departure 抵達及出發時間

Keep up to the minute with live flight arrivals and departures
每分鐘更新航機的抵達及出發時間



Office Locator 辦事處位置

Maps of all of Cathay Pacific Cargo offices worldwide
在地圖上標示全球各地國泰貨運辦事處的位置



News 最新消息

The latest updates on the issues across the network
提供國泰網絡的最新資訊及相關事項



CATHAY PACIFIC GROUP NETWORK

國泰集團 航線網絡

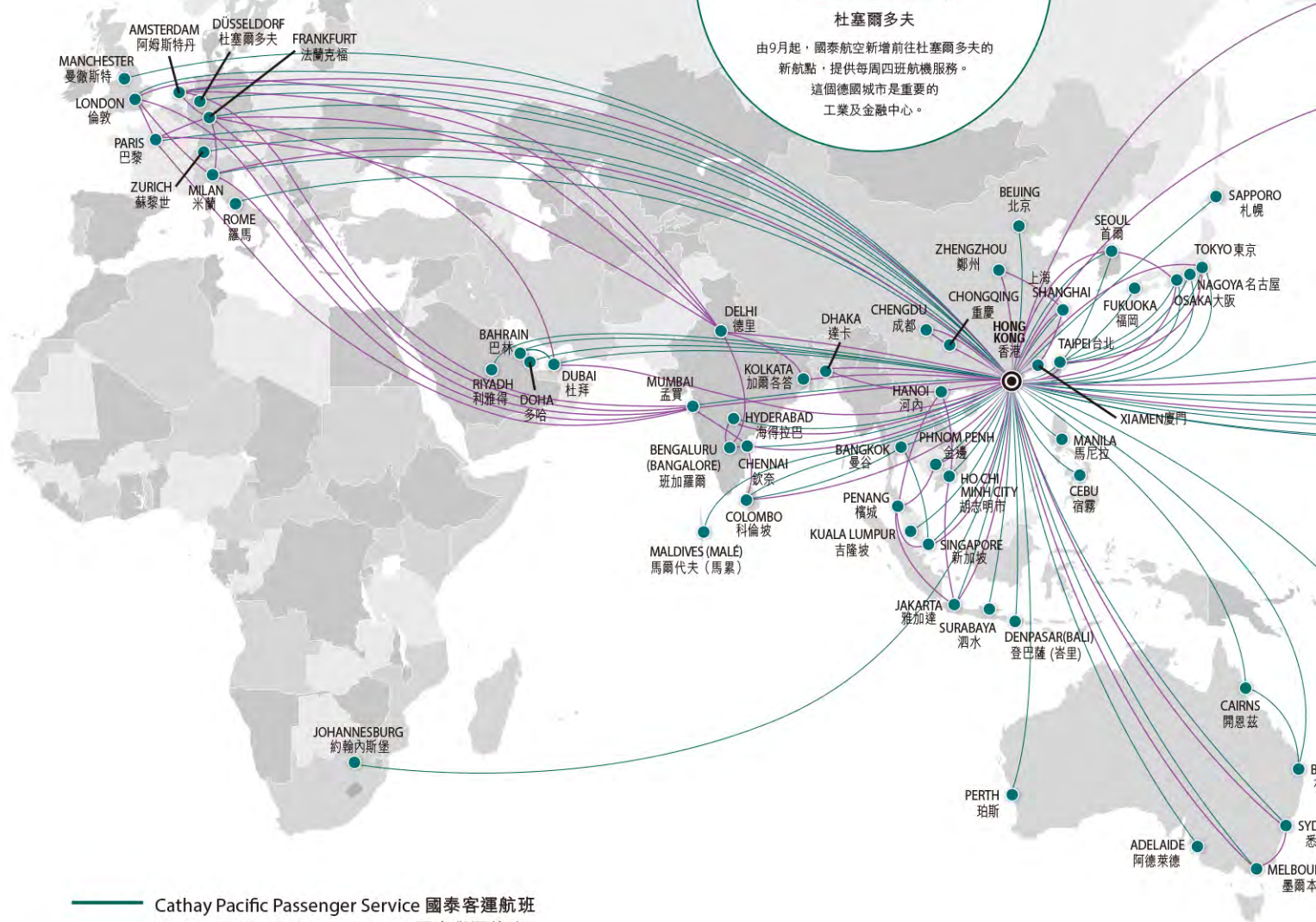


DÜSSELDORF

Cathay Pacific has added Düsseldorf to its long-haul network from September with a four-times weekly service. The German city is an industrial and financial powerhouse.

杜塞爾多夫

由9月起，國泰航空新增前往杜塞爾多夫的新航點，提供每周四班航機服務。這個德國城市是重要的工業及金融中心。



- Cathay Pacific Passenger Service 國泰客運航班
- Cathay Pacific Freighter Service 國泰貨運航班
- Dragonair Service 港龍航班

Technical stop only 技術性停站

* No cargo uplift service 不提供貨運服務

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

www.cathaypacificcargo.com or www.dragonaircargo.com

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

或 www.dragonaircargo.com

