CHARLIE **VICTOR** THE CARGOLUX MAGAZINE Beluga Whale Sanct

The KEF issue

#08

CHARLIE VICTOR

The KEF issue

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WELCOME



From left to right:

Andy Bool, Head of SEA LIFE Trust;

Îris Róbertsdóttir, Mayor of Heimaey;
Moa Sigurdardottir, Cargolux Head
of Corporate Communications and CSR;
Rob Lott, Policy Manager at Whale
and Dolphin Conservation (WDC).

Looking back over past editions of *Charlie Victor* and some of our accomplishments, I am filled with pride. Our CSR track record, energy efficiency and fuel savings strategies are highlighted along with our expertise at moving precious and delicate items. Our connection to local communities can also be demonstrated through our partnerships and support when it comes to art, sports and education. *Charlie Victor* even shows how we work with other service providers to go above and beyond for our customers. Past editions have highlighted our team spirit, our innovative nature and our talent for problem solving. But to me, nothing illustrates our commitment and talent more than the project to move two beluga whales to the world's first open-water sanctuary.

The pages of this edition are dedicated to these wonderful animals. This edition is a testament to the care and consideration that the Cargolux team brings to every aspect of our business, and to the responsibility we feel for improving the destiny of wildlife in captivity we have helped. This groundbreaking initiative will serve as a precedent to analyze the whales' behaviour in a natural environment and assess whether animals held in captivity for so long might gain their instincts back. After following their progress for close to a year, we at Cargolux are hoping that the whales' journey will prove to be a success and pave the way for other captive marine mammals.

The Cargolux team feels strongly about bringing their talent and skill to the table. Kudos to all those who were directly involved with this momentous project and a round of applause for all Cargolux staff who supported this initiative. From planning and communication, safety and engineering, to routing and transportation risk management, and beyond; this project inspired and moved our organization, as I hope the stories of it move you, our readers.

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MOA SIGURDARDOTTIR

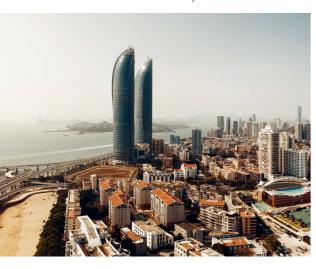
HEAD OF CORPORATE COMMUNICATIONS AND CSR

Bugatti to belugas...

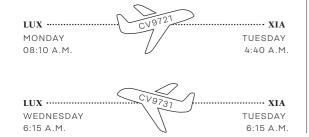
BELUGAS AND BUGATTI. D-CHECKS AND CITIES ON PLANES NEW ROUTE OFFERING TO INCHEON AND ADDITIONAL FREQUENCIES TO XIAMEN. CARGOLUX IS A HIVE OF ACTIVITY, AS USUAL.

And Much More

As of July 1st, 2019, Cargolux increased its Xiamen frequency with a 3rd weekly flight. The addition comes in direct response to growing customer demand in this dynamic Asian market.



Xiamen Flights



— CITTES FLY —

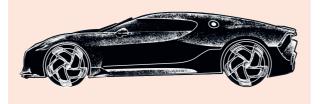
Cargolux takes pride in its Luxembourg roots. It pays homage to the region in a special way. Each aircraft in the fleet is named after a local city.

THE LATEST ADDITIONS TO THE CARGOLUX LIVERY THIS YEAR ARE:

LX-KCL	LX-LCL	LX-MCL	LX-ICL
+	+	+	+
CITY OF	CITY OF	CITY OF	CITY O
JUNGLINSTER	CLERVAUX	BOURSCHEID	MERSCH

La Voiture Noire

Cargolux transported Bugatti's famous "La Voiture Noire" from Luxembourg to Los Angeles to take part in the famous Concours d'Elegance in Pebble Beach.



Safety Above All

An aircraft undergoes a number of airworthiness and safety maintenance checks throughout its lifetime.

MAIN CHECKS INCLUDE:

CHECK FREOUENCY EVERY 1,200 FLIGHT HOURS **EVERY 2 YEARS** OR 10.000 FLIGHT HOURS **EVERY 8 YEARS**

Transpacific Extraordinaire

An additional China-USA service cements Cargolux's strong position on transpacific trade lanes with the only direct freighter connection between Xiamen and the USA, further broadening Cargolux's extensive service offering.

Largest for Exports

The Incheon Free Economic Zone is linked via road service to Seoul As the vibrant capital of South Korea, Seoul is the 4th largest export center in the world, after New York, Shanghai and Hong Kong. The new route provides direct access between Milan and Korea.



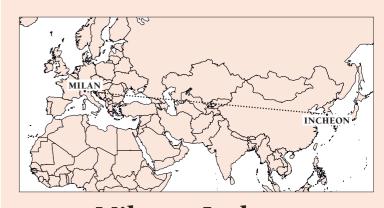
First 747-8 D-Check

Cargolux sent its first 747-8 aircraft to Taipei for a heavy maintenance D-Check. This detailed and very thorough airworthiness inspection examines every aspect of the aircraft. This check is performed every 8 years (approx. 40,000 flight hours) throughout the lifetime of the aircraft.

So it Begins...

SEA LIFE Trust is grateful to Cargolux and all the organizations that helped to successfully realize this monumental project, but this is just the beginning. Many hope that this is only the first of many projects that will see captive whales and dolphins return to a more natural, but protected habitat. To find out more about adoption options for Little Grey and Little White, or to make a contribution to the open-water sanctuary, visit the official website belugasanctuary.sealifetrust.org.





Milan to Incheon

On July 16th, Cargolux Italia launched a new route: Malpensa-Incheon-Zhengzhou-Malpensa. The twice-weekly flights carry fashion items, machineries, luxury cars, pharmaceuticals, and perishables.



MEET RICHARD FORSON

Living Our Values

AS THE PRESIDENT AND CEO OF CARGOLUX,

RICHARD FORSON NOT ONLY HAS THE RESPONSIBILITY
TO ENSURE AN ECONOMICALLY VIABLE ENTERPRISE
BUT ALSO ENSURE ENVIRONMENTAL AND SOCIAL
SUSTAINABILITY. TO THIS END, THE VALUES
OF THE COMPANY ARE ALL ENCOMPASSING AND
SETTING THE TONE FROM THE TOP IS ESSENTIAL.

🖾 Cargolux/Maison Moderne



argolux's commitment to animal welfare is very apparent, especially in the project to transport two captive beluga whales to their new home. Richard took time to answer questions about the airline's support for wildlife.

The beluga whale project saw lots of positive global attention. Why did Cargolux decide to embark on this epic journey?

Animal welfare is high on the Cargolux agenda, not only when we transport them, but also in respect to preventing the illegal trafficking of animals or animal parts. I did not hesitate when SEA LIFE Trust contacted me requesting help transporting the two beluga whales, Little Grey and Little White, from an aquarium in Shanghai, China, to a wildlife sanctuary in Iceland. The idea was met with enthusiasm and passion at Cargolux. I knew it would be a challenge to prepare for this journey, but I was confident that I could count on the expertise and professionalism of Cargolux in undertaking this mission. At the end of the day, the entire Cargolux team is proud to have been

part of this groundbreaking project and to make a difference in the world's environmental heritage.

What does it take for a project like this to be successful?

SEA LIFE Trust and the Whale and Dolphin Conservation (WDC) initiated the Little Grey and Little White project. Cargolux, as transport partner, supported the project; flying the animals from Shanghai to Iceland. There were many logistical and technical challenges, but the teams from the three organizations worked tirelessly to ensure flight safety and to safeguard the whales' welfare. In Cargolux alone, teams worked across the globe to make this transport a reality. As well as those directly involved, much "daily business maintenance" took place in the background to aid key people occupied

with the project. It's impossible to truly quantify our people's full contribution on every level, but the whole company was excited to be part of such a momentous initiative.

The beluga project was the first of its kind. It sparked the imagination and enthusiasm of our team and people everywhere. Projects like this demonstrate our concern and show potential for future collaboration. I am proud that everyone at Cargolux is committed to living our values and supporting these initiatives.

What motivates Cargolux's firm commitment to animal welfare and its strong ethical stance on live animal transportation?

As an all-cargo carrier, we specialize in niche commodities and provide excellent service for sensitive and time-critical shipments, including live animals. Cargolux has been transporting animals since its inception in 1970. Over the years, we have implemented increasingly stringent animal transport policies.

We do not transport wild animals to captivity, and we have various embargos in place, for example, on the transport of primates destined for laboratory research and on hunting trophies. We do transport endangered species as part of zoo exchange programs that support conservation via breeding, etc. Reviewing destination zoos to ensure the animals will have an adapted environment is part of our process. We expanded these controls further, recently, to ensure due-diligence reviews of the recipient zoo as required.

Overcoming the technical challenge of transporting live animals in a safe, sustainable and comfortable manner within solid ethical boundaries allows us to be on the vanguard of companies approaching this matter carefully and humanely.

What sets Cargolux apart when it comes to animal welfare and transportation?

Sustainability and environmental concerns lie at the heart of our philosophy... just as they are a focal point in virtually all our daily activities. Our stringent animal transport regulations are top in the industry and our commitment to service excellence has contributed to making us a front-runner in live animal shipments. As an airline, we are aware of our impact on the environment, but we also have the opportunity

to play an important role to support initiatives like the beluga whale project.

The beluga project was huge, but Cargolux also supports other initiatives at home and abroad. How do you decide on the projects?

Cargolux is committed to supporting communities and social projects. We support people, society, and the environment. Over the years, our sponsorship engagements have grown and evolved. Many organizations ask us to sponsor programs. We balance environmental projects with sports, art-related, and youth initiatives.

Our legal and compliance teams review proposals to ensure adherence to our work ethic and all applicable regulations. Special projects, such as the belugas, usually originate with a very concerned and dedicated group that has a vision of a better future and recognizes that our expertise is invaluable.

"We can't sit on the sideline when it comes to preserving the environment, wildlife, or other social challenges.
Only by working together can we solve them."

Richard Forson, President and CEO, Cargolux





MERLIN ENTERTAINMENTS HAS
A STRICT POLICY OF NOT KEEPING
CETACEANS IN CAPTIVITY
SO WHEN THEY TOOK OVER
CHANGFENG OCEAN WORLD,
SEA LIFE TRUST WAS CHARGED
WITH FINDING THE BELUGAS
A NEW HOME.



SHOWCASE

THE WHALES, LITTLE GREY
AND LITTLE WHITE, WERE
IDENTIFIED AS GOOD
CANDIDATES FOR RELOCATION
AND SCOUTING FOR A SUITABLE
LOCATION STARTED IN 2012.



Over the Ocean... Home

AFTER MORE THAN A DECADE IN CAPTIVITY, TWO BELUGA WHALES HAD NO HOPE OF SURVIVING IN THE WILD.
SEA LIFE TRUST (IN PARTNERSHIP WITH WHALE AND DOLPHIN CONSERVATION) CREATED **THE FIRST OPEN-WATER WHALE SANCTUARY** AND MOVED THE WHALES TO THEIR NEW HOME.
WE TALKED TO JAMES BURLEIGH, CHIEF AMBASSADOR
SEA LIFE, ABOUT THE PROJECT.

SEA LIFE Trust

EA LIFE Trust works to protect marine wildlife and habitats across the world. The Whale and Dolphin Conservation (WDC) strives to create a world where every whale and dolphin lives safe and free. The whales, Little Grey and Little White, were identified as good candidates for relocation in 2012 when Merlin Entertainments acquired Changfeng Ocean World, in Shanghai. Since Merlin Entertainments has a strict policy of not keeping whales and dolphins in captivity, they engaged SEA LIFE Trust, in partnership with WDC, to locate and develop a new, more belugafriendly home.

A sizable grant from Merlin Entertainments provided the initial funding. SEA LIFE Trust and WDC scoured the globe for a suitable location that would allow them to create a flagship of hope for everyone concerned with cetaceans being held in captivity; the first ever beluga open-water sanctuary.

The project team was on the lookout for something very specific; a protected but open-water environment – where the two whales could enjoy enhanced freedom, water temperatures more similar to the belugas' natural habitat, and a location far enough from heavy sea-going traffic that the noise would not disturb the endearing pair of whales. After years of searching, they decided upon an Icelandic bay that was close to perfect. Thirty times larger than the tank at Changfeng Ocean World in Shanghai, it measures 32,000 square meters and, on average, is around 10 meters deep. The natural narrowing at its mouth allowed protective netting to be installed to keep predators out and the whales safely inside. In the bay, the whales live in a more natural habitat while also having experts to monitor and manage their health and care. But moving the pair to a new environment presented some challenges.

Safety & Well-being

The epic journey of Little White and Little Grey started with thoughtful inquiry about how to move these gargantuan animals safely and comfortably. The painstaking work of preparing the belugas for their new home included different elements. Exercises designed to build up their strength and stamina prepared them for the long journey and for diving more deeply at the sanctuary. Learning modules introduced them to the marine life in the bay. Reducing the water temperature in their enclosure allowed the whales to acclimate to the naturally lower water temperature in their new home. Diet enhancements ensured important weight gain to insulate them from the colder waters. A focus on the whales' welfare and well-being informed every step of the process.

Momentous Journey

Planning for this monumental journey started from the perspective of ensuring the whales' safety and well-being. Weighing in at about 1,000 kilos each, the logistics involved in the move were complex. SEA LIFE Trust and WDC worked with a team of experts from around the world to realize this project. Trainers, biologists, transportation experts and engineers all came together to fulfill the unique remit of this groundbreaking initiative.

Specialized slings and containers were designed to guarantee the utmost comfort and security during the whales' 35-hour journey by land, air and sea. Cargolux worked with SEA LIFE Trust to ensure that the whales' containers were constructed to withstand any eventuality. As well as the specific placement of the massive containers in the aircraft, every detail was considered. "This is a dream team," says James Burleigh, Chief Ambassador SEA LIFE, "from understanding the optimal water levels, strapping, cabin pressure, to consulting on the container design and construction... even communication with the media in Luxembourg was outstanding.

This project demonstrates Cargolux's level of commitment to excellence and its concern for the well-being of belugas everywhere."



THIS HISTORIC JOURNEY FROM CHINA TO ICELAND WAS A SHOWCASE FOR THE PLANNING, TRAINING AND SOLID TEAMWORK REQUIRED TO BRING THE BELUGAS HOME.

THE BEST OPTION FOR WHALES AND DOLPHINS CURRENTLY IN CAPTIVITY IS TO LIVE IN A SANCTUARY. SEA LIFE TRUST IS AT THE CENTER OF THE MOVEMENT TO LOCATE/DESIGN OPEN-WATER SANCTUARIES THAT PROVIDE CARE WHILE AFFORDING THESE MAGNIFICENT ANIMALS ADDITIONAL FREEDOM IN A MORE NATURAL HABITAT.





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"We had to move slowly to ensure that every base was covered, every element considered. Cargolux was an enthusiastic and valuable partner in this amazing inaugural journey."

> Rob Lott, Policy Manager, WDC



DISCOVER KEFLAVÍK AND HEIMAEY



Little Belugas, Closer to Home

LITTLE WHITE AND LITTLE GREY **TRAVELLED BY LAND, AIR AND SEA FOR MORE THAN 35 HOURS** AND COVERED ALMOST 6,000 MILES (OVER 9,000 KILOMETERS) FROM CHANGFENG OCEAN WORLD IN SHANGHAI, CHINA, TO REACH THEIR NEW, GROUNDBREAKING SANCTUARY CREATED IN A QUIET BAY ON HEIMAEY, THE LARGEST ISLAND IN THE WESTMAN ARCHIPELAGO OFF THE ICELANDIC COAST.





SOCIAL ANIMALS, BELUGAS USUALLY LIVE IN THE ARCTIC OCEAN, BUT BECAUSE OF THEIR "SMALL" SIZE, THEY ARE THE SECOND MOST COMMON CETACEAN IN CAPTIVITY, AFTER DOLPHINS.







RESTING AND ACCLIMATING IN THE NEW CARE CENTER, THE BELUGAS WILL CONTINUE TO UNDERGO TRAINING BEFORE BEING RELEASED INTO THEIR "NATURAL HABITAT" HOME IN A 32,000M² BAY.











THIS GREGARIOUS CETACEAN DOES NOT HAVE A DORSAL FIN. A BULBOUS ECHOLOCATION PROTRUSION ON ITS HEAD ALLOWS IT TO NAVIGATE AND FIND BREATHING HOLES IN THE ICE.





CONSIDERED A THREATENED SPECIES, BELUGAS GROW TO 5.5 METERS LONG (18 FEET) AND WEIGH UP TO 1,600KG (3,530LBS). THEY NORMALLY TRAVEL IN PODS OF APPROXIMATELY 10.



ABOUT KEF



KEFLAVÍK

THE AIRPORT IS LOCATED

3.14KM WEST OF KEFLAVÍK,
AND 50KM SOUTHWEST
OF THE CAPITAL, REYKJAVÍK.

BUILT BY **THE AMERICAN MILITARY** AS A REFUELLING AND TRANSIT DEPOT, KEFLAVÍK INTERNATIONAL AIRPORT OPENED ON **23 MARCH IN 1943**.



WITH ABOUT 35 GATES AND 2 TERMINALS (1 FOR PASSENGERS), THE AIRPORT SERVES **31 AIRLINES AND DIRECT FLIGHTS** TO 25 COUNTRIES.

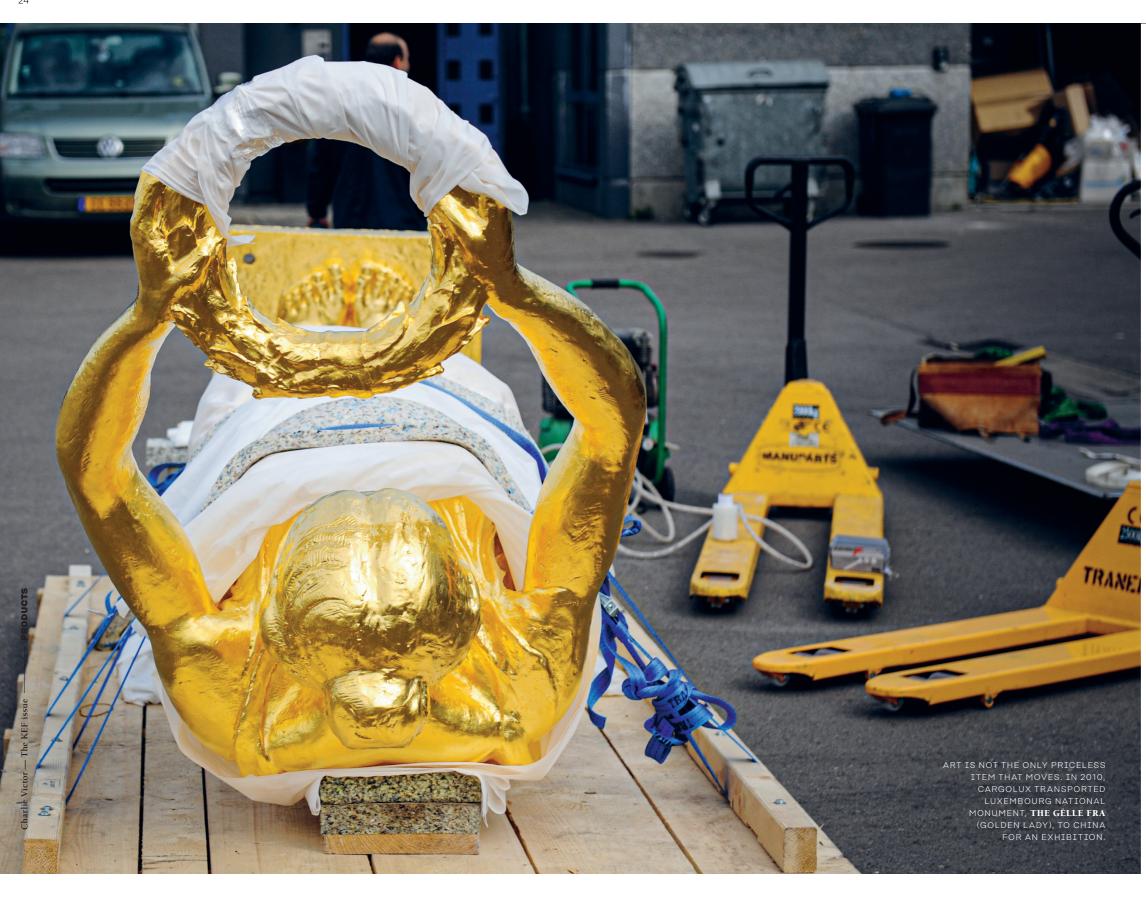
KEF HOSTS BETWEEN 2,500 AND 5,000 FLIGHTS EACH MONTH.



THE NEW TERMINAL (OPENED IN 1987)

IS 25KM².

THE AIRPORT WELCOMED **9.804 MILLION PASSENGERS** IN 2018.



All that Glitters is Secure

Cargolux transports art to the annual international Art Basel fair in Switzerland. "We treat all CV precious cargo with care," says Christian Theis, Global Product Manager, "because we know that what we transport can be priceless and irreplaceable."

With almost 50 years in business, Cargolux has carefully moved precious artwork since its inception. CV precious, launched in 2014, is now the banner that Art Basel fair and other high-profile exhibitors, such as museums and galleries, depend upon. The CV precious team is aware of the caution and care required when moving priceless and high-value objects, and the precise scheduling required to ensure all cargo arrives on time.

Art Basel runs the gamut from established to emerging artists, and Cargolux moves quite a high volume of art from Los Angeles and New York for the occasion. Some consider it more precious than gold. This cherished cargo was placed in thermal – and humidity – controlled boxes and, to further protect it from any potential damage, built-up onto pallets on location, under the watchful eye of the shipper.

Once all pallets arrived in Luxembourg, they travelled by road to Basel, arriving promptly on the set-up day. From origin to the aircraft, to the secure cargo area in Luxembourg, to the truck, and finally the Basel Art Show, risks were assessed, and contingency plans developed.

Anticipating all eventualities ensures

Cargolux shines with its customers.





CV precious

Cargolu:



AS A SPONSOR OF THE PROJECT, OPERATING THE FLIGHT FREE OF CHARGE, CARGOLUX WAS HEAVILY INVOLVED THROUGHOUT THE PROCESS.



THE BIG DIFFERENCE BETWEEN THIS FLIGHT AND OTHER ANIMAL TRANSPORTS WAS THE SCALE OF COMPLEXITY. INDEED, DESPITE WORKING IN THE INDUSTRY FOR ALMOST 50 YEARS, CERTAIN ASPECTS OF THE PROJECT WERE ENTIRELY NEW TO CARGOLUX.



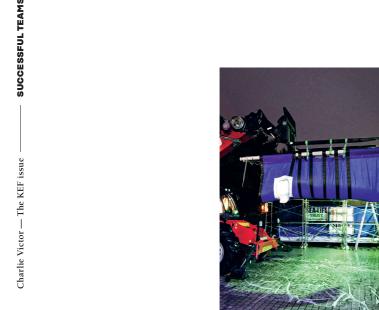
MEET CARGOLUX TEAMS



TRANSPORTING ANIMALS IS AN INTERESTING CHALLENGE.
THE UNNATURAL SURROUNDINGS, PRESSURE AND MOTION CAN CAUSE
DISTRESS TO EVEN THE MOST RESILIENT CREATURES, SO WHEN
YOU CARRY TWO LARGE MAMMALS THAT NEED TONS OF WATER,
THINGS CAN GET TRICKY. OUR MULTIDISCIPLINARY TEAM OF EXPERTS
WORKED TOGETHER TO ANALYZE, ASSESS, AND FIND SAFE SOLUTIONS.>

Cargolux





or almost a year, the Cargolux teams in both Luxembourg and Shanghai worked with international partners to cover all aspects of an incredible journey. From planning to loading and unloading, every facet of the flight was monitored by dedicated employees who went above and beyond to guarantee a successful outcome.

Success!

As the aircraft touched down in Keflavík, emotions were high. The specially branded freighter taxied in to a delighted team. The operating crew, Captains Claude Zehren and Brynjar Sveinjonsson, and First Officer Joe Diebolder, were greeted enthusiastically after safely delivering the two belugas to their new forever home. The flight went swimmingly, Claude explained after landing in Iceland. "The voyage was smooth and uneventful, which reflects the detailed groundwork and exceptional preparation that everyone invested in the project. Indeed, months of behind-the-scene planning and analyzing took place before this epic journey."

Overcoming Challenges

During the project, an extensive risk assessment determined the requirements for a safe and smooth flight. All potential risks were identified and analyzed to create adapted solutions. "In addition to the regular safety requirements, items specific to the transport of the belugas were addressed; the requirements for care teams and veterinarians on board, safe access to the whales in flight, safe water transfer and temperature control, possible diversion airports, routing, and turbulence were just a few considerations," explained Mattias Pak, Head of Aviation Safety. For each challenge, a suitable solution was found. Due to the complexity of the project, the multidisciplinary coordination, and the integration of the risk assessment, many Cargolux departments were involved, including Ground Operations, Flight Operations, and Engineering (System and Avionics), as well as Aviation Safety. There had never been such huge amount of water (up to 7,000 liters) in the air so forces from water sloshing and the risk of spillage on board had to be considered. It was also the first time that a camera system was used on the main deck for the care team to supervise the belugas during take-off and landing.

One of the most complex aspects, carefully analysed by the Cargolux teams, was the aircraft weight and balance. Michael Verhuelsdonk, the Ground Operations Engineer who traveled on board, explains: "Our main concerns related to in-flight water transfer and the resulting change of the aircraft's center of gravity.

To reduce the influence of water transfer, the beluga tanks and the spare water tanks were placed as close as possible to the center of gravity to avoid large weight changes. Simulations before the flight ensured that under no circumstance would the aircraft's center of gravity exceed the limits."

The Cargolux and beluga care teams worked together to strike a balance between the whales' requirements and the operational safety of the flight. According to Marc Roveri, Head of Global Customer Services: "The biggest challenge was to meet the shipper's requirements for the well-being of the whales while complying with physical constraints. We came up with the solution of lowering the amount of water during take-off and landing and increasing it at cruising altitude. Almost 3 tonnes of water per tank had to be moved in and out."

These various constraints required patience and hard work from our teams who faced a number of complex issues throughout the project. The original design of the containers, although very well conceived in terms of stability, was also modified to strengthen operational safety. To ensure secure transport, features such as footprint, location, required rating of lugs, and elements related to the risk assessment were considered.

Shanghai Involvement

The Cargolux team in Shanghai focused on securing authorizations and assisted with documentation, to confirm a smooth transit. With the plethora of organizations involved, the Shanghai team coordinated all parties' requests and assisted with administrative tasks and airport authorities' requirements. Shanghai's Pudong airport (PVG) is one of the busiest in the world; security, safety, and slots are tight all day. Numerous aspects such as ramp accesses, customs clearances, and warehouse arrangements had to be prepared ahead.

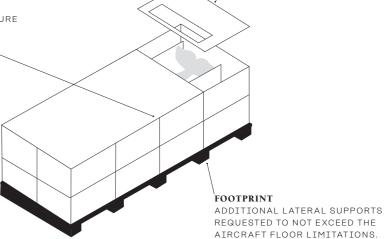
To ensure a smooth loading and clearance process, the team in PVG



CLOSED LID

FULLY CLOSED DURING TAKE-OFF AND LANDING WITH THE POSSIBILITY TO OPEN THE LID AT FLIGHT LEVEL FOR BETTER ACCESS TO THE BELUGAS.

LUGS LOCATION AND REQUIRED RATING REQUESTED TO ENSURE AN EFFECTIVE SECURING INSIDE THE AIRCRAFT.



Global Project Integration

The airline was truly involved throughout the transport procedure and provided assistance every step of the way. What really differentiated this live animal transport from the others that Cargolux routinely undertakes was the wide-ranging involvement of team members. As Marc highlights: "There were certain gaps where Cargolux had to create solutions. We dealt with many issues that normally, as an airline, we don't oversee. In retrospect, it was a benefit that we were so highly involved, even for these issues."

It is no secret that the beluga flight was a huge undertaking that required months of planning and preparation to guarantee the whales welfare and to address stringent operational constraints. The successful outcome is a true reflection of the dedication and hard work that drives Cargolux teams.

did the footwork and made the necessary provisions well ahead of the belugas' departure date. They were involved in the coordination and timing of critical elements for the timely loading of the precious cargo including arrangements with the relevant parties for acceptance, security,

and handling as well as the load plan, pallet building,

ULD and material control.

Cargolux's engineer, Michael Verhuelsdonk, received local training on the water system operation on LX-ECV. The main focus was its setup, adapting the water level in the containers, assessing and reacting to any malfunctions or leaks in the system. With the team in Shanghai, he supervised the loading, ensured the containers were properly secured and that the support system was fully functional.

When the flight crew arrived, they coordinated closely with the teams on the ground and those traveling on board to ensure full transparency of everyone's roles. The pilots avoided turbulence throughout the flight and maintained a low altitude, following the vets' recommendations.

The Sky's Not a Limit CHARTER PARTICIPATED IN THE MONTHS

OF WORK ASSOCIATED WITH TRANSPORTING TWO BELUGAS TO THEIR NEW, AND MORE NATURAL, HOME BUT THIS IS JUST THE TIP OF THE ICEBERG FOR THIS HIGHLY SKILLED AND FOCUSED TEAM.

n the fast-paced and exacting world of charter, this Cargolux team is constantly challenged to be better, bolder and to leverage their resources to meet customers' requirements efficiently and cost effectively. For Eric Erbacher, Director Charter Services & ACMI at Cargolux Airlines, this means coordinating a team that spans the globe, and that provides round-the-clock, integrated service. With offices in Luxembourg, Hong Kong and Houston, no matter when a customer calls, someone is there to seamlessly deal with any request.

Much of the time, the nine members of this highly skilled team can work under huge time pressure to design tailored solutions that work within the constraints of operational requirements, network realities, traffic right restrictions, and aircraft and crew availability. Years of industry experience and a profound knowledge of the charter market allow them to make quick decisions producing high-quality recommendations, innovative solutions and outstanding results. "When it comes to our customers," says Eric smiling, "whether we have two hours or two months to plan, even the sky may not be a limit."













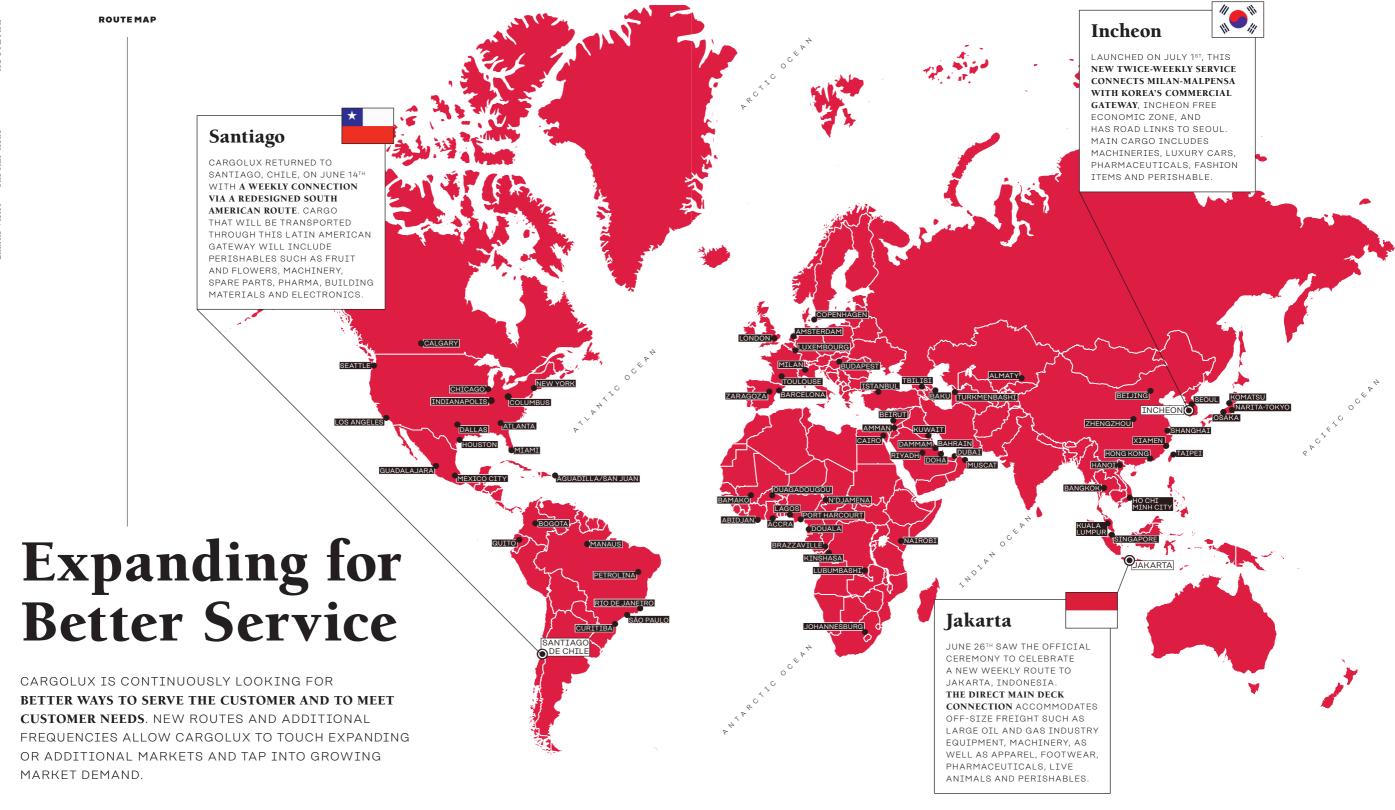
THE CHARTER TEAM CONVERTS CHALLENGES INTO BUSINESS **OPPORTUNITIES** BY PROVIDING ROUND-THE-CLOCK, INTEGRATED SERVICE TO CLIENTS THAT TRUST THEM TO "GET IT DONE".





"Our team is constantly challenged to make informed but bold decisions; providing high-quality service, in a fast-paced, volatile market."

Eric Erbacher, Director Charter Services & ACMI at Cargolux Airlines



CHARLIE VICTOR

THE CARGOLUX MAGAZINE

PUBLISHER

Cargolux

PRODUCED BY

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