

# #11

## **CHARLIE VICTOR**

The LUX issue

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#### WELCOME



With over 50 years of experience in air cargo, Cargolux is well-versed in the particularities of the industry and the unique nature of our business. Our company has grown, evolved and established itself as a leading player in the industry. This experience allowed the airline to prepare for many developments, except maybe the emergence of a global pandemic.

The restrictions and sanitary measures continue to impact our operation but the company, strong of its agile philosophy, has adapted to ensure we keep delivering our primary mission. The flexibility and tenacity demonstrated by our employees worldwide have highlighted values and beliefs that we should celebrate each day. Collaboration, teamwork, innovation, and service excellence.

As you read this short introduction, our story is not over and our job has not ended. We continue to work tirelessly to ensure the supply chain keeps moving while also continuing our journey of transformation. The particular circumstances we faced did not hinder our ambition to be the Global Cargo Carrier of Choice. Our digitalization strategy is now well underway, and our CSR roadmap becomes more and more refined each year as you will discover in these pages.

This edition is dedicated to Cargolux employees, partners and customers around the world. The past 18 months have been fraught with challenges and we are still dealing with the global effect of the pandemic. The commitment of Cargolux employees to keep our operation on track despite the hurdles is unmatched and reflects the unique spirit of Cargolux. A spirit carried by each of us every day. A spirit that drives us to show up, stand up and outperform.

#### RICHARD FORSON

PRESIDENT AND CEO, CARGOLUX

# 50 years strong

CARGOLUX HAS SPENT THE LAST FEW MONTHS LIVING UP TO ITS SLOGAN. IF YOU NAME IT, CARGOLUX WILL FLY IT - IN ANY CIRCUMSTANCES

# - GOOD CAUSES -

Moving medical supplies, activating digital partnerships, relocating to the new headquarters and special new liveries for several aircraft... the pandemic has not slowed Cargolux's enthusiasm for making a difference in Luxembourg and around the world.





# Award of excellence

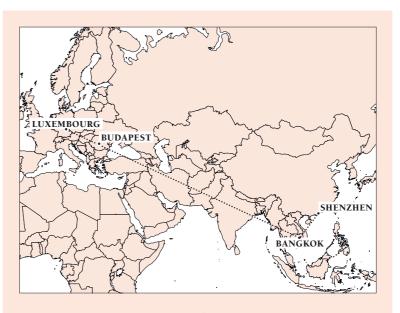
Cargolux is proud to have received the Carrier of the Year Excellence Award from its partner DB Schenker. The award recognizes Cargolux's engagement for service performance, quality parameters and social and environmental causes.





# Honoring key players of the pandemic

One of our pilots, Christophe Goelen, took part in the Belgian national day celebrations hosted by the Belgian Royal family. The event was the opportunity for the head of state to recognize the efforts of Belgian front line workers in the fight against the pandemic. The special homage included workers from education, healthcare, vaccination and logistics backgrounds.



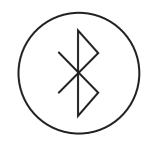
# **Growing frequency**

Cargolux launched a new weekly frequency to Shenzhen, the 6th destination in mainland China. The service is routed Luxembourg-Bangkok-Shenzhen, returning to Luxembourg via Bangkok with an additional stopover in Budapest.



# **Record results**

Cargolux recorded its best ever financial results in 2020, the year of its 50<sup>th</sup> anniversary. The Cargolux Group (Cargolux) earned a net profit of USD 768.7 million.



# **Bluetooth** continues

Cargolux continues its digitalization journey with an extension of their partnership with Unilode Aviation Solutions. Installing Bluetooth readers at customers' warehouses that complement the Bluetooth tracking tags previously installed will optimize distribution chain processes for its repair and maintenance services. This advanced technology will enhance the continuity of shipments from their origins to destination.



# Looking up

As 2021 progresses, keep an eye on the sky. Another aircraft in the Cargolux fleet has been adorned with a special livery to celebrate the company's 50 years of global cargo service. The 747-400ERF freighter, LX-NCL, now sports a tribute to the 1970s livery of the company's original Canadair CL-44 swing-tail freighter.



ORIENTATION:
MEET DOMENICO CECI
AND THE NEW DIGITAL
SALES CAPABILITY

# Digitizing Sales & Marketing

UNDETERRED BY THE CHALLENGES POSED BY SANITARY RESTRICTIONS, CARGOLUX HAS CONTINUED ITS CUSTOMER-FACING DIGITALIZATION JOURNEY.
LED BY DOMENICO CECI, EVP SALES & MARKETING, A CROSS-FUNCTIONAL TEAM — COMPOSED OF SALES & MARKETING, REVENUE MANAGEMENT AND INNOVATION — IS DRIVING THE TRANSFORMATION.

(Cargolux



argolux is in the midst of a vast digital transformation encompassing all areas of the organization. In addition to optimizing internal resources and streamlining processes, one of the focuses of this journey is to enhance customer experience. As a client-facing division, Sales & Marketing is intent on finding agile and user-friendly solutions to guarantee seamless service for each transaction.

To do so, Sales & Marketing is leveraging LEAP, a project led by the Revenue Management (RM) team to develop digital quotes and bookings. It was first launched internally by the RM team to ensure the process ran smoothly within the company before making it available externally to our freight forwarding customers. This step-by-step approach allows Cargolux

to offer a comprehensive solution tailored to the specificities of the air cargo industry.

#### A LEAP forward

The LEAP project was launched in 2019 for the European offices and has continued its roll-out on Cargolux's global network ever since. The system allows for better connectivity, providing full offer optimization with improved pricing logic and smart analytics. This considerably reduces the exchange of emails and phone calls prior to a transaction, allowing employees as well as customers to focus on more challenging and interesting aspects of their work.

This also increases flexibility and transparency on the quoting and booking side, thus facilitating the work of the Sales and Revenue Management teams. This innovative concept is welcomed by Domenico Ceci: "As the number one all-cargo carrier in Europe, Cargolux must anticipate market trends and meet customer expectations in a seamless manner. Digitalization is a key component of the future and I am proud to say we have developed tools that are tailored to the air cargo industry and its unique requirements."

## **Driving digitalization**

The implementation of LEAP proved to be a timely decision. When the pandemic hit and demand for air cargo capacity surged, the team could rely on this intuitive tool to make time-critical offers and bookings in a fast and agile manner. The system registered an impressive 1,000 bookings in a single day in March 2020, an incredible achievement especially given the particular circumstances.

For Iris Van Goethem, Vice-President Revenue Management, this remarkable performance reflects the company drive for innovative and flexible solutions. "We have seen the benefits of digitalization firsthand, and the team is eager to promote this agile work environment. We are continuously expanding the scope of our program to streamline our processes and concentrate our efforts and manpower on more challenging tasks," Iris explains.

#### Going the extra mile

The success of the LEAP project on an internal level has formed a solid basis for the Sales & Marketing team to confidently launch an external quoting and booking solution. This service offering, developed in cooperation with the Innovation team and IT, is made available through an API (a direct interface between the customers' and Cargolux's systems), giving customers direct access to quote and book their freight on board a Cargolux aircraft including all their specific requirements such as routing, weight, product, etc. This interface enhances Cargolux's "speed to market" while proposing the same quality service. This solution also gives clients dynamic pricing offers to choose from, allowing them to pick the proposal that best suits their needs.

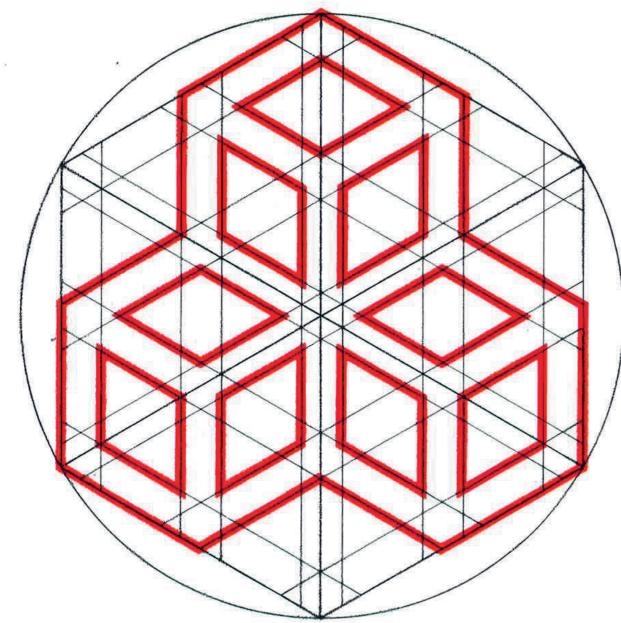
This development has been welcomed by customers who highly appreciate the increased flexibility. "We have received very positive feedback," Domenico says, "the fact that the API can be used for our customers' allocations as well as ad hoc quotes and bookings is a definite advantage. We look forward to continuing leading the all-cargo sales digitalization."

Given the success of the tool, the team is already working to broaden the scope of the project and extending its capabilities.

"The development of this new solution is a significant milestone for Cargolux. As an addition to current sales channels, this digitalized platform enables our clients to find the perfect transport solution for their 'simple' shipments autonomously and within a few seconds. This also allows our teams to focus on customer support activities," adds Domenico. As a frontrunner in air cargo digitalization, Cargolux will continue to develop and implement more innovative solutions to offer the highest standard service to its clients.

"Customer service is the cornerstone of Cargolux's business model. As the digital revolution gains momentum in the industry, we want to bolster our position as the Global Cargo Carrier of Choice."

Domenico Ceci, EVP Sales & Marketing



THE RED LOGO AND TOUCHES
OF BLUE ON THE LIVERY ARE
A VISUAL NOD TO CARGOLUX'S
ROOTS HERE IN LUXEMBOURG.

#### SHOWCASE







# Timeless design

POPULAR WISDOM INDICATES THAT A
COMPANY SHOULD REFRESH, UPDATE OR EVEN
REDESIGN THEIR BRAND EVERY DECADE OR
SO. CARGOLUX IS PROUD THAT ITS BRAND,
DESIGNED IN THE 1970s, IS AS FRESH AND
TIMELY AS IT WAS AT ITS INCEPTION.

Cargolux

brand is made up of elements that, when combined, must flow together seamlessly to provide a snapshot of the company and its spirit. Leo Reuter, who co-owned a reputable agency in Luxembourg at the time, was the designer of the timeless Cargolux logo. We took some time to chat with him about the history of the iconic Cargolux logo.

# The logo is now 50 years old. How did the logo come about?

I think the whole business community was excited to have Cargolux established here in Luxembourg. The starting point of every great brand is the name. Cargolux was a simple and straightforward indication of the company's offering.

I actually approached the management of Cargolux during the start-up phase. I thought that a strong brand would help with their recognition around the world. The three boxes were a clear visual illustration of the core business. The tagline, 'You name it, we fly it', came after the logo to provide more detail about the type of movement and areas of specialization.

# You name it, we fly it', is a great illustration of a tagline that is pulling double duty. Can you talk about the layers associated with its design?

From its inception, Cargolux started developing a name for its ability to transport large and/or outsized cargo. The boxes in the logo were a perfect illustration of 'cargo', but we wanted something more. I looked for something that could illustrate the special nature of Cargolux's service offering. 'You name it, we fly it' struck me as a perfect way to communicate that Cargolux's niche was specialized transport. Primarily, it confirms that the company is a transportation airline ('we fly it'), secondly, 'You name it' speaks volumes about Cargolux's ability to move anything, no matter how unusual.

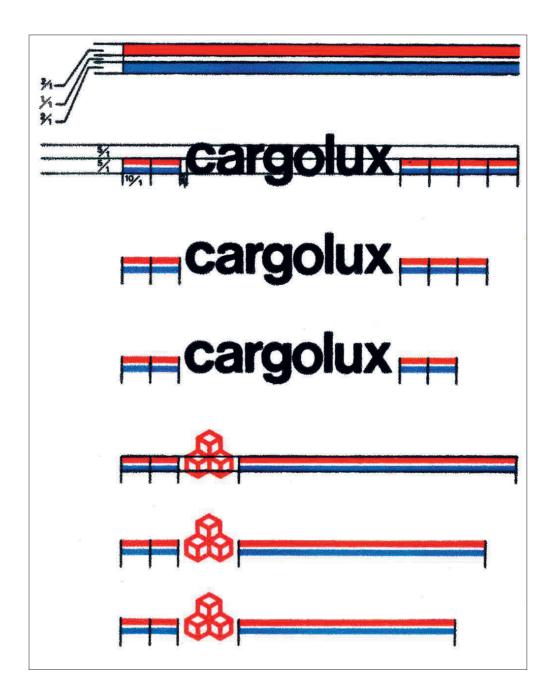
# It is unusual for a brand, logo and tagline to last five decades. Did you ever think that your design would last 50 years?

It is very gratifying for an artist to see their work withstand the test of time. I strongly believe that great design can be timeless. This was an interesting project because typically, there would be different teams or people working on the various elements of the brand design. This one was integrated. I created the graphic, the tagline and suggested the colors. The brand design came together flawlessly – I was pretty sure that it would stand the test of time. Nonetheless, I am pleasantly surprised that it has lasted, unchanged through Cargolux's 50 anniversary.









A GOOD BRAND CREATES,
FOR BOTH CUSTOMERS AND
EMPLOYEES, A VISUAL AND VERBAL
EXPERIENCE THAT CONNECTS
THE COMPANY'S SPIRIT TO THEIR
PRODUCTS AND SERVICES.

# DISCOVER LUXEMBOURG'S AIRPORT





ESTABLISHED ABOUT
950 YEARS AGO,
LUXEMBOURG IS
LOCATED IN THE HEART
OF EUROPE. IT COVERS
2,586 SQUARE
KILOMETERS AND
BOASTS A POPULATION
OF AROUND 630,000

DISCOVER THE HEADQUARTERS



# Glass and steel fly

THE NEW HEADQUARTERS IN LUXEMBOURG WERE
BUILT ADJACENT TO AND ARE LINKED TO THE EXISTING
CARGOLUX MAINTENANCE HANGAR AT THE END
OF FINDEL'S RUNWAY. THE BUILDING OPENED IN
2020 TO MARK THE COMPANY'S 50<sup>TH</sup> ANNIVERSARY.

🖸 Beng Architectes Associés, Shutterstock





LOCATED IN THE PICTURESQUE CAPITAL OF THE GRAND DUCHY, CARGOLUX'S NEW AIRY HEADQUARTERS BLEND SLEEK STEEL AND CONCRETE WITH
ACCENTS OF WOOD TO CREATE
AN INVITING AND OPEN SPACE.







BANKS OF GLASS WALLS, INCLUDING IN THE TRAINING FACILITIES, FLOOD THE NEW HEADQUARTERS WITH LIGHT AND GIVE WAY TO INTERESTING INTERNAL VIEWS.



TOWERING STORIES ABOVE
THE GROUND, THE OPEN-CONCEPT
PLAN CONSOLIDATES STAFF
FROM SEVERAL OTHER BUILDINGS,
ENABLING INCREASED
COLLABORATION AND INTERACTION.



THE CURRENT LUXEMBOURG
AIRPORT TERMINAL WAS
INAUGURATED IN 2008. THE
AIRPORT NORMALLY WELCOMES
OVER 4 MILLION PASSENGERS
AND ALMOST A MILLION TONS
OF CARGO EACH YEAR.







IN 2009, THE LARGE STATE-OF-THE-ART CARGOLUX MAINTENANCE HANGAR WAS OPENED. THE BUILDING, NOW ATTACHED TO THE NEW HEADQUARTERS, IS BUILT TO ACCOMMODATE TWO 747 AIRCRAFT SIMULTANEOUSLY.



# LUXEMBOURG (CITY)

KNOWN FOR BANKING, TELECOMMUNICATIONS,
SPACE AND START-UPS, IT IS THE CAPITAL
OF THE GRAND DUCHY OF LUXEMBOURG



(LUXEMBOURGISH, GERMAN, FRENCH) WITH ENGLISH SPOKEN WIDELY



POPULATION: ~ 120,000 (70% FOREIGNERS / 30% NATIONALS)

WITH 170 NATIONALITIES, IT IS A MULTICULTURAL AND WELCOMING CITY





#1 IN PERSONAL SAFETY &  $19^{\text{TH}}$  FOR QUALITY OF LIFE IN THE WORLDWIDE RANKING OF 221 CITIES (MERCER REPORT)

CSR

# Leading the way to sustainability

FOR OVER A DECADE ALREADY, CARGOLUX HAS BEEN REPORTING ITS PROGRESS IN THE AREA OF CORPORATE SOCIAL RESPONSIBILITY IN AN ANNUAL CSR REPORT. THIS EXTENSIVE DOCUMENT OUTLINES THE COMPANY'S AMBITIOUS GOALS AS WELL AS THE DEVELOPMENT OF THE PROGRAM OVER THE PAST YEAR.

nvironment, Social engagement and Governance are the three pillars forming the core of Cargolux's CSR philosophy that is fully integrated into the company's strategy.

Cargolux's materiality matrix determining priority topics within these pillars is based on the airline's priority topics in terms of CSR and the result of the stakeholder engagement program that is run every few years.

The CSR program lays out a comprehensive roadmap for the implementation of its targets until 2025.

These key principles are aligned with the UN Global Compact, joined by Cargolux in 2007, and its 17 Sustainable Development Goals.

As a cargo carrier operating on a global network, Cargolux has always placed a particular focus on promoting environmentally-sound practices. Several avenues are explored, both in the air and on the ground, to keep the impact on the environment as low as possible. Initiatives as diverse as fuel saving methods, a Reduce, Re-use, Recycle-approach to waste management and commitment to ban single-use plastic at the Luxembourg HQ have significantly contributed to reducing Cargolux's environmental footprint.



Cargolux is actively working to improve its carbon efficiency: 2020 0.482 kg CO2 /FTK, 2011 0.540 kg CO2 / FTK

Founding member of **SAFUG** and member of **RSB**.

Fuel efficiency — A dedicated committee including representatives from Flight Operations, Maintenance and Ground Operations regularly assess how fuel efficiency can be improved throughout the airline's operations.



Leveraging its position as a key player in the industry, the airline strives to engage its partners and suppliers in the establishment of a sustainable supply chain. In addition to its supplier vetting system, Cargolux has developed a customer vetting process to ensure ethical and sustainable business practices are aligned. This provides an additional safeguard to the company's robust export controls and stringent compliance and ethics policies.



Inspiration of future talents — Cargolux strives to inspire future talents and supports schools and universities. Since the late 70s, the airline runs an aircraft mechanic apprentice scheme with a school in Luxembourg.

### Sharing value with communities

 The airline actively supports initiatives that reflect its values in areas such as arts, sports, health and youth.

**Healthy and safe working environment** – The airline is ISO 45001 certified.

Our Environmental Management System is ISO 14001 certified.

These practices are ingrained in Cargolux's DNA and all employees support and advance these principles in their day-to-day work. The work force is the company's strongest asset, it is therefore natural that Health & Safety is one of the company's priority topics. As a champion for inclusivity, Cargolux has implemented strong anti-discrimination policies and actively supports gender equality with initiatives such as IATA's 25by25.



**Solid export controls** – All shipments checked according to applicable regulations.

KYC customer vetting process



Comprehensive compliance training program — mandatory for employees

nandatory for employees and main suppliers.

# Sustainable and ethical procurement –

Cargolux aims at selecting suppliers that share the same CSR values.

There are many more projects in the pipeline and Cargolux is determined to set the standard for the industry. Business decisions are taken following key sustainability principles to future-proof the company and establish long-term environmental, social and economical viability.

IF YOU WISH TO DISCOVER
MORE ABOUT OUR
CSR PROGRAM AND CHECK
OUT OUR LATEST
CSR REPORT, YOU CAN DO SO
ON OUR WEBSITE
WWW.CARGOLUX.COM/
ABOUT-US/CORPORATERESPONSIBILITY.





CLAUDE ZEHREN, BERNARD STOLL





# Navigating the pandemic

BETWEEN RESTRICTIONS AND HEAVY SANITARY MEASURES. THE GLOBAL PANDEMIC HAS BROUGHT UNFORESEEN HURDLES IN THE WORLD OF AIR CARGO. SINCE THE OUTBREAK OF THE PANDEMIC, THE CARGOLUX TEAM AROUND THE WORLD HAVE PULLED TOGETHER TO KEEP OPERATIONS GOING AND ENSURE THAT WE DELIVER THE CRITICAL SERVICE THAT THE WORLD NEEDS.



TEAMS FROM AROUND THE WORLD PLAY THEIR PARTS, OFTEN EXCHANGING TIPS AND PROBLEM-SOLVING IN REAL TIME TO SORT OUT PRESSING ISSUES



rom the onset of the pandemic, Cargolux employees have rallied to provide outstanding service. From Health and Safety personnel that monitor the Covid-19 situation around the world, crew, maintenance personnel, administration staff, IT services, operations staff, crew control, charter department and many other functions have been working tirelessly to ensure continued operations to accommodate customers' needs in a highly volatile environment. It has been a challenging time, but the teams persevered and can be extremely proud of what they have achieved. The highly dynamic situation requires a collaborative effort between many departments. Providing full support to ensure the operation of the fleet and business continuity during this busy and challenging period has been significant. The focus remains on providing a safe and healthy environment for our staff without compromising safety. Cargolux is proud of all the teams' achievements under difficult circumstances.

# **Working safely**

The BCP committee, chaired by the CEO, used existing business continuity and emergency response processes as a starting point to urgently develop innovative new procedures and protocols to keep Cargolux personnel

safe during this Covid-19 pandemic. At the height of the outbreak, remote working for office staff quickly became the norm. This left only essential personnel and on-site staff to support the daily operations and even then, many are divided into alternating teams to ensure continuity. The BCP committee has been concentrating on good communication and ensuring continuous and active coordination with all stakeholders. The Cargolux headquarters in Luxembourg have played an important role in seeking out and disseminating information needed by

It has also been challenging for the station operations staff and ground handling crews around the globe. However, the necessary support, such as the provision of adequate PPE not only for Cargolux's own staff but for its operations suppliers worldwide was provided at an early stage. The BCP meetings include regular assessments of prevailing pandemic conditions in order to adjust protocols to ensure that the safest possible health environment is achieved for teams globally.

"It is really an outstanding job that the airline has done and continues to do," says Richard Forson, President and CEO. "Everyone has brought the best to work, every day. People from around the world have been working effectively with Luxembourg HQ to ensure we keep the planes in the air and the cargo moving."

A data-driven approach monitors indicators such as active case numbers, growth rate, testing rate and positive cases for all Cargolux destinations. When company-set trigger points are exceeded, mitigation actions are taken. A monitoring system was also introduced for flight crew to avoid layovers in severely affected areas and minimize stringent quarantine requirements at destinations. Shift working for maintenance staff was adapted to ensure support was available at all times while reducing physical contacts between teams. To ensure heavy maintenance was performed as scheduled, M&E staff on duty travel complied to rigorous local sanitary measures. The team demonstrated immense flexibility and this approach enabled the company to respond to the increased demand.

Cargolux introduced free testing for all Luxembourgbased employees in addition to the sanitary protocols introduced early on, including mandatory wearing of surgical masks on site, social distancing, provision of sanitizing gel and sanitizing wipes for every employee. The OHS department also introduced an extensive staff support process. Once an employee is diagnosed positive to the virus, the team gets in touch with him/her to determine who they were in contact with, assess the risk posed by this contact, and assist with potential quarantine measures. All crew have the possibility of taking a rapid result test before departure from Luxembourg. In addition to hiring an external laboratory to do testing for ground staff, Cargolux has also employed four nurses to test crew before and after flights. Our stations have the full support of HQ and supplies are provided whenever required.

Physical distancing and strict separations of essential teams minimize crew, line maintenance and ground staff interaction. In loading dock, cargo holds and the hangar, bigger teams split shifts, implemented remote handovers and changed the daily supervision of business partners' ground procedure. Crew check-in, transport and transfers, and even aircraft turnaround procedures have been modified. 24/7 aircraft flight deck and cabin disinfection procedures were introduced including deep cleaning and disinfection at home base.

From office to hangar and everywhere in between, teams have been going above and beyond again and again. This helped Cargolux achieve its dual objective of keeping staff safe and provide outstanding support to operations.

Employees vigilantly follow local authorities' rules and the company's Occupational Health and Safety guidelines. Everyone knows that they are safeguarding not only the health of the team, but also the health of their families, colleagues and loved ones.

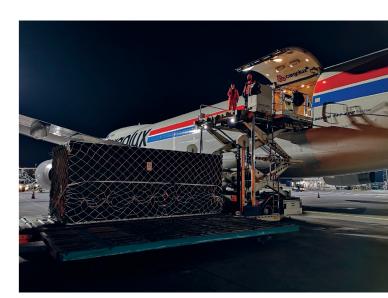
Commercial flights for repositioning crews are kept to a minimum to reduce the possible risk of exposure to the virus. The airline leverages information and expertise from sources around the world. Cargolux adopts best practices for infection control, regularly updating the teams as the picture evolved.

### The Cargolux spirit

In addition to preserving the health and well-being of its employees, the focus throughout the pandemic has been and remains on business continuity, but hardly business as usual. As well as taking extraordinary measures to address Covid-19 requirements, other long-term projects continued. IT projects and the digital transformation continue to progress.

The Cargolux spirit, so famous around the world, came to the forefront as personnel have been pulling together, drawing inspiration from each other and their successes at stations around the world. From emergency PPE and medical equipment deliveries to countries suffering shortages, to delivering temporary hospital installations, the Cargolux team continues working through the persisting pandemic. Everyone plays their part and do their utmost to overcome the challenges we are facing each day. "I am proud of the Cargolux team, in Luxembourg and around the world, for their continued efforts during this extremely challenging time," Richard Forson states. "These exceptional circumstances have highlighted Cargolux's commitment to its customers, partners, and team. We will continue to navigate these restrictions to deliver goods where they are needed and keep the supply chain moving."







'You name it, we fly it' encapsulates the airline's approach. Our focus on niche products (time-sensitive, valuable cargo, perishables, off-size, etc.) gives us the edge. Even a pandemic can't stop the Cargolux team.



SPECIAL

# LX-VCFacemask

ONE OF SIX AIRCRAFT THAT UNDERWENT HEAVY **MAINTENANCE CHECKS** IN 2020, LX-VCF RETURNED HOME WITH A VERY POSITIVE SHINE FROM A COMPLETE OVERHAUL... AND A NEW SUIT THAT CARRIES A HIGH-IMPACT MESSAGE.

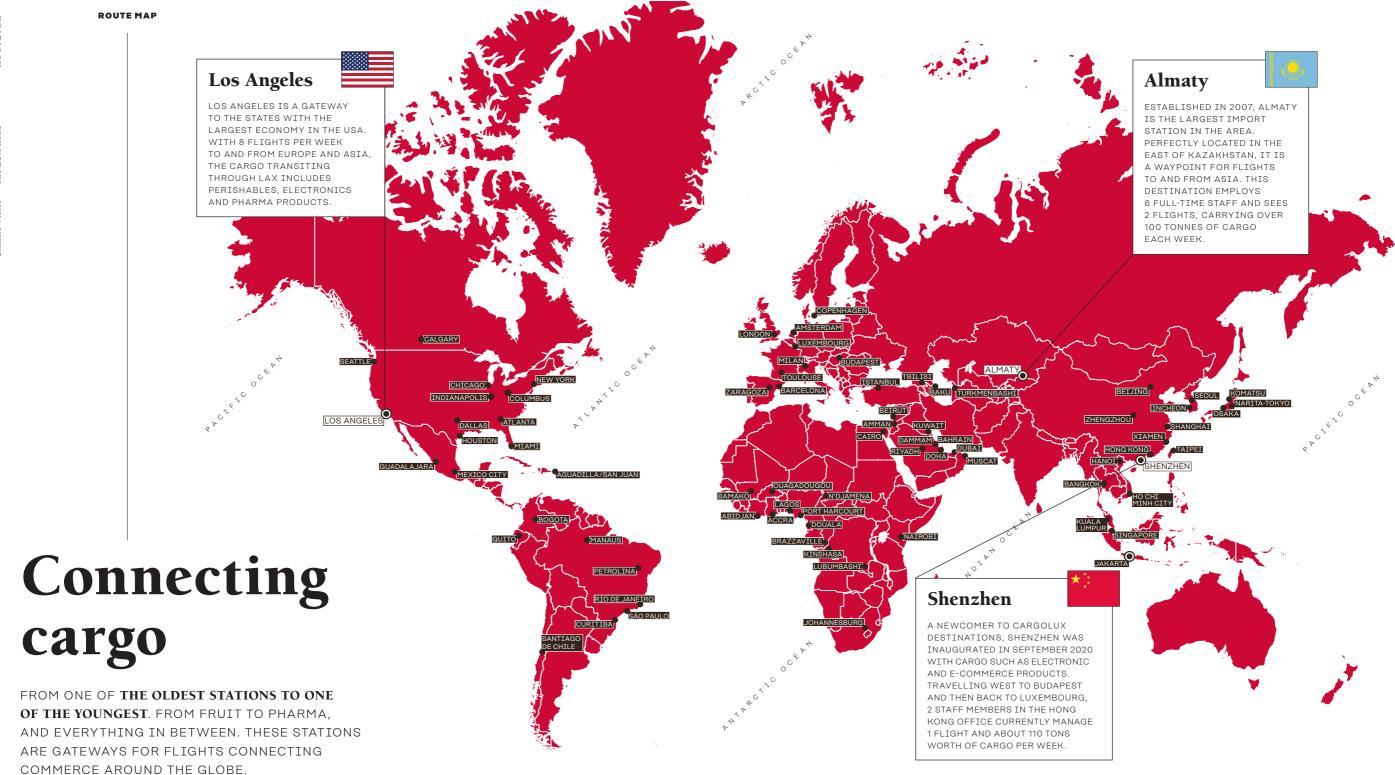
rriving back from its D-check in Taipei, one of Cargolux's 747-8 freighters, LX-VCF, sported its very own mask on its iconic nose-door. This reflects Cargolux's commitment to the Luxembourg government's campaign to encourage the use of PPE (personal protective equipment) to combat the spread of Covid-19. The face-mask livery, paired with the slogan "not without my mask" serves as a reminder for onlookers of the power and importance of collaborative and simple actions. A visit from Luxembourg's Prime Minister, Xavier Bettel, and his Deputy, François Bausch, to witness the arrival of LX-VCF underlined the collaborative relationship between Cargolux and the government.

Prime Minister Xavier Bettel and François Bausch took time to thank Cargolux staff for their tireless and dedicated work throughout the pandemic. While most people in Luxembourg and around the world, went into isolation to help combat the pandemic, Cargolux personnel played an important role on the frontlines. Transporting PPE donations to Zhengzhou, China, medical equipment and supplies, field hospitals and other necessary cargo, the airline's team worked tirelessly to ensure that supplies arrived wherever they were needed.

"The livery represents our dedication to support the fight against the Covid-19 pandemic," commented Moa Sigurdardottir, Head of Corporate Communications and CSR. "It symbolizes our health and safety focus and our belief that we are in this together."



LX-VCF'S SURGICAL MASK LIVERY SUPPORTS THE GOVERNMENT'S CAMPAIGN TO ENCOURAGE ITS CITIZENS TO WEAR MASKS WHEN PHYSICAL DISTANCING IS NOT POSSIBLE.



# CHARLIE VICTOR

THE CARGOLUX MAGAZINE

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Cargolux

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