IATA Cargo Claims and Loss Prevention Conference

9-11 October 2018, Bangkok, Thailand
Thank you to our Sponsors
IATA Cargo Claims
and Loss Prevention Conference: Day 1

Welcome Address

Christian Piaget,
Senior Manager Cargo Border Management and Claims,
IATA
IATA Competition Law Compliance

Do not discuss:
- Pricing, including fares, service charges, commissions, etc.
- Bids on contracts or allocation of customers
- Geographic/Product market allocations and marketing plans, including
- Expanding or withdrawing from markets
- Group boycotts
- Your commercial relations with agents, airlines or other third parties

Any discussion aimed at influencing the independent business decisions of your competitors

You will be asked to leave the meeting, and the meeting may be terminated, if the above-mentioned discussions occur.

Remember: All discussions count, even informal ones outside the meeting room!
Keynote Address

Vic Karjian,
CEO,
Amerijet International Airlines
24 Hours in the Life of a Cargo Airline

CEO

Vic Karjian,
Chief Executive Officer
Amerijet’s Cargo Operation

- Over 40 years of experience
- Operate a dedicated freighter fleet of B767 aircraft
- Integrated U.S. trucking network
- Primary hub at the Miami International Airport
- Flights to 38 destinations throughout the Caribbean, Mexico, Central and South America
- 19 offices in the U.S. and 138 Amerijet and agent operated international offices
The Daily Balancing Act

- Operating Budget
- Board of Directors
- Long Term Growth Strategy
- Operating Budget
- Employee Dedication & Motivation
- Safety & Security
- Customer Satisfaction
- Airline Operations & Reliability

*Image of a person holding a balance scale with various categories on the scale.*
CEO of Amerijet

Pillars of Success

Safety  Customer Service  Reliability  Cost Effectiveness
Our Diverse Customer Base

- General Freight
- Pharmaceuticals
- Active and Passive
- Temperature Controlled Food Products
- Oversized and Project Freight
- Dangerous Goods
- Valuables
- Live Animals
- Human Remains
Customers’ Wants and AmeriJet’s Needs

Wants
- Speed
- 100% Performance
- Zero Damage
- Transparency

Needs
- Data Integrity
- Partnership
- Packaging
- Communication

Building Partnerships
Claims Impact Customer Relations

Average Number of Claims per 1000 AWBs

- Baseline
- Number of Claims per 1000 AWBs
- Number of Claims less Denied Claims per 1000 AWBs
Average Claims Processing Times (Days)

- FY16: 100.0%
- FY17: 104.0%
- FY18: 61.9%
- FY19 Objective: 37.8%

Baseline
Average processing time (days)
Claims Impact Customer Relations

• How we reduce claims
  • Loss Prevention and Claims Management
  • Established and Recurring Training Processes
  • Employee Screening
  • Technology Investments
  • Suitable Equipment and Infrastructure
  • Complete Transparency
Improved Claims Procedures

Effective Claims Platform which provides:

• Complete transparency
• Web-based access to file claim
• Updated claim status notices
• Expedited processing of claims
• CargoHub received the IATA Innovation Award

https://claims.amerijet.com
Questions & Answers

Thank you.
Case Studies’ Presentation

Bart Banino, Partner, Condon Forsythe

Frank Montbach, Partner, Mound Cotton Wollan & Greengrass LLP
Multimodal carriage, door-to-door

Frank Montbach,
Partner,
Mound Cotton Wollan & Greengrass LLP
Experts Panel

Moderator:

Justin Ensign,
Manager
Customer Relations & Claims,
American Airlines

Panelists:

Sanjeeva Abeysinghe,
Manager Cargo Claims Processing & Recovery, Qatar Airways

Sebastian Cosgrove,
Manager Cargo Customer Relations, Air Canada

Martin De Souza,
Assistant Manager Insurance, Singapore Airlines

Giuseppe Gatto,
Legal & Claims Department, Delvag Versicherungs AG
Timely Notification of Damage

Montreal Convention Article 31 (2) requires that, in the case of damage to cargo, the person entitled to delivery must complain to the carrier at the latest within 14 days from the date of receipt of cargo.

- Does “person entitled to delivery” refer to consignee only?
- Does annotation of damage on the delivery receipt or AWB constitute valid notification?
- If damage is evident, is notification of damage still required?
Demurrage (Storage Charges)

Cargo could be held up at airports for a number of reasons (e.g. missing documentation, incomplete documents, partial cargo clearance not permitted). What are the considerations in handling demurrage claims?

- Are there free days of storage?
- How is demurrage computed?
- Who is responsible for demurrage?
- Are carriers liable for demurrage if consignee refuses to collect (damaged or delayed) cargo?
Identifying Rightful Claimant

- Who has right of claim?
- What if multiple claimants refuse to cooperate?
- How can claim handlers protect their interest?
Claim Documentation

• Do claim handlers insist on original documents (to combat fraud)?

• Do claim handlers insist on proof of payment? (e.g. forwarder acting for customer, must forwarder prove that it has paid its customer before claiming from carrier?)
Interline Freight

• If one carrier signs for the goods in good order but no inspection takes place due to the nature of the packaging, can the carrier claim concealed damages to the originating one?

• If the originating carrier transfers with a signed transferred manifest to another carrier who subsequently delays the freight, which carrier should handle the claim?
Customer Service – Email

• If an agent or notify party request freight to be released to a company, are they legally entitled to do so? They are listed on the waybill; however, not as the shipper or consignee.

• A party not listed on the waybill is requesting information. How much should be released? Are we required to release any if they have the waybill and claim to be entitled to it?

• A customer books their shipment to depart on a Monday, but tenders on a Friday. The operation moves the freight early in order to clear space in the warehouse and to ensure successful delivery (on a full flight). The customer is charged storage upon arrival since they do not retrieve their freight until Tuesday (original booked date of arrival). Is the carrier liable for that storage?
Customer Relations

• A pet undergoes extensive travel with two rest stops. At each rest stop, the dog is deemed healthy (eating, barking and relieving itself). Upon arrival at destination, the customer claims the dog was sick and died shortly after delivery. The vet report indicates heat stroke; however, SOPs were followed and the dog was signed for. The customer is adamant that the dog was left in the sun upon arrival and that the staff were advised of this.

• Should the carrier pay the claim or is liability waived given that there is a clear delivery receipt?

• Are any carriers considering different regulations for transporting this type of cargo?
Natural Disasters

• What would be considered a natural disaster or an act of God and events considered as “an act of public authorities”? (i.e. claims affected by the various typhoons in Japan / China / Oman)

• How carrier’s liability could be engaged (or not) in claims, under different circumstances?
Pharmaceutical Shipments

- What are the minimum packaging standards requested by the airlines for pharma shipments?
- How have these standards worked for airlines’ defense purposes in cases of pharma claims?
Fruits and Veggies Claims

• The forwarder delivered the shipment at GHA warehouse in the morning (directly from the farmer/shipper in cool truck). The shipment is accepted, passed X-ray’s, phytosanitary inspection, etc. As it has to pass more security checks (dog’s inspection), it is kept in cool room until inspection. Once finished, it is kept again in cool room. As it got delayed for its flight, new booking is done for next day’s flight at night. The next day, the shipment departed to its destination and according to GHA, the cool chain was kept all the time. Once the shipment arrived at destination, it arrived rotten and some even with insects. The shipper submitted the claim against the airline as the data loggers reported high temperatures reached (of almost 30 °C) at origin, which means that the merchandise was not kept in cool conditions.

• Who’s responsibility is this? The GHA for not keeping the shipment in cool conditions? Are the data loggers prove enough in despite of what the GHA reported? Are the data loggers and standardized tool? And about the insects, if it passed the phytosanitary inspection, who’s responsibility is? The shipper? The airline?
Delay Claims (Bonus Topic)

The Conditions of Carriage of some carriers partially exclude liability for claim positions that typically arise in connection with claims for delay (i.e. loss of profit, indirect and consequential loss).

Are those provisions valid?
ขอบขอบคุณ
Networking lunch
12:30 – 14:00

Thank you to all our Sponsors!
Industry Outlook

Christian Piaget,
Sr Manager Cargo Border Management & Claims,
IATA
Value of Aviation Campaign:
https://www.iata.org/policy/promoting-aviation/Pages/value-of-aviation-campaign.aspx

Air Cargo facts:
Air Freight Statistics

Industry FTKs (billion per month)

Sources: IATA Economics, IATA Monthly Statistics
MC 99 implementation
### e-AWB implementation

#### July 2018

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>68.0%</td>
<td>e-AWB penetration target December 2018</td>
</tr>
<tr>
<td>56.3%</td>
<td>e-AWB penetration this month</td>
</tr>
<tr>
<td>+1.6 p.p.</td>
<td>change vs. previous month</td>
</tr>
</tbody>
</table>

Cargo Tracker: [http://www.iata.org/publications/tracker/Pages/index.aspx](http://www.iata.org/publications/tracker/Pages/index.aspx)
Average number of claims in %
Average Number of Days until Claims Settlement

- 2011: 62 days
- 2012: 47 days
- 2013: 51 days
- 2014: 40 days
- 2015: 43 days
- 2016: 37 days
- 2017: 34 days
Center of Excellence for Independent Validators
CEIV Pharma (Certified Entities)

Certified Pharmaceutical Trade Lanes Development

2016-2018 Locations

- Certification Completed: 43, 220
- Certification in Progress: +85, +77
- Certification under discussion*: +99, +99

* Estimate
CEIV Pharma (Certification in Progress)

Pharmaceutical Trade Lanes Development

2016 - 2018 Locations

43 Certification Completed
+85 Certification in Progress
+99 Certification under discussion *

* Estimate
CEIV Pharma - Community Approach

Development Worldwide

Location

15 Ongoing Communities
8 Communities in Discussion
“Excellence is not a destination; it is a continuous journey that never ends”
CEIV Live Animals

- Pilot of the program conducted in cooperation with

- The Program was officially announced at the IATA World Cargo Symposium, Dallas, March 14th, 2018

- Both Heathrow Animal Reception Center City of London and Air Canada Cargo are now CEIV Live Animals Certified

- The certification is valid for 3 years

- Interested in the Program? www.iata.org/ceiv-animals
“Excellence is not a destination; it is a continuous journey that never ends”
Cargo Claims and Complaint Handling Training

http://www.iata.org/training/courses/Pages/cargo-claims-handling-tcgg11.aspx
Upping the Social Media Game

Nathalie Kempa,
Senior Manager Social Media Engagement,
United Airlines
Upping the Social Media Game
IATA cargo Claims and Loss Prevention Conference
9 October 2018
Customer Support + Community Management = Social Care

- Travel Updates
- Reservations/Claims Help
- Private Engagement
- Relationship Building
- Reactive Response
- Compensation

- Public Engagement
- Relationship Building
- Issues/Crisis Management
- Proactive Response
- Social Listening
- Brand Management

Social Care
We connect with customers on social media throughout their journey.

**FRIENDLY**
- Post Trip: Customer claims, Customer experience feedback, Future travel plans
- Destination: Recommendations, Baggage assistance
- Pre-Booking: Research destinations, Fare questions, Flight offerings
- In-Flight: In-flight entertainment, Onboard offerings, Customer feedback
- Post-Booking: Flight preparation, Baggage questions, Reservations changes
- Airport: Security questions, Check-in and boarding, IRROPS assistance, Customer Feedback

**QUALITY**

**INNOVATIVE**

**CONSISTENT**
99% of cargo related conversations are about our PetSafe program
Why it matters: Customers expectations are higher than ever

Expectations for digital customer service are higher today than they were a year ago. The demand for rapid response will continue to increase into 2019.

Customers expect in-the-moment and in channel resolution. Perception is shaped by how quickly a problem is resolved — not by the quickness of the first response.

The need for Chatbots, AI and integrated contact center platforms is on the rise to bring efficiencies to social operations, but not at the cost of customer satisfaction.

Consumers now spend 50% more time online and 90% of that growth is due to mobile apps. Mobile messaging together and separate from social channels is quickly evolving.

Customer Satisfaction and Brand Loyalty

Sources: AdWeek, Conversocial, Conversocial 2 The Social Element, Conversocial Social Maturity Index Airlines, Elizabeth Russel - Sr. Manager of Social Media Analytics and Reporting, Lithium Community Forum
Why it matters: Today’s Social Landscape Is Driven by Activism

Online “activists” are poised to catch a brand in the wrong

Social media has made customer service a spectator sport and users will use a brand’s misfortune to push their agenda – no matter how unrelated.

Sensationalism trumps facts and drives the digital mob

Everyone with a smartphone is now a reporter. A salacious video is more interesting, and people are keen for brands to fail rather than succeed.

Social media activity is under more scrutiny than ever

From journalists to angry customers, all of our actions (or inactions) are under a microscope.
Social Media Crisis: Prepare, Monitor, Act

What is a crisis?

- An online situation that has, or risks having, a negative and long-term impact on an organization's reputation and/or bottom-line.
- Involves a very rapid increase in negative posts/tweets
- Affects or is of interest to a large portion of customers or prospective customers
- Risks going viral quickly, in a very short period of time
- Unpredictable, but must not be unanticipated

How can you prepare?

- Prepare a process for the organization
- Identify key stakeholders and assign roles
- Develop scenarios and determine escalation process for each
- Conduct crisis drills regularly and continuously make improvements to the process
- Utilize social media management and listening tools to quickly identify issues and prioritize

Source: https://raventools.com/blog/social-media-crisis/
Receive and adapt PR statement for use on social, within Twitter's character limit

Instruct care team on initial response strategy

Create rules in response platform to aggregate and measure all direct conversation around the situation

A. Determine keywords to auto-tag all related posts
B. Create independent queue to filter related posts

Determine additional communications needs as situation unfolds

- @united Twitter
- Facebook
- United Hub
- LinkedIn

Pause all proactive social media content/posts
Advise advertising and digital marketing to pause all campaigns

When advised, publish company statement across platforms in appropriate format
Consideration: Int'l market communications

Provide reports regularly (cadence tbd) on volume, trends, media coverage themes/topics, net sentiment of public reaction

Monitor incoming volume and side conversations (e.g. media interest, related posts not directed @united), as well as public reaction (Fig. 1)

Create social listening dashboard in NetBase to track all internet mentions (social media, news outlets, blogs/forums, etc.)

Continue updating stakeholders upon receipt of information

CHECKPOINT

ESCALATION
Social Media Tips for Employees

**Accountability**
You are accountable for what you publish. While you may not officially be speaking on behalf of the company, be mindful that your use of social media could have an adverse effect on the interests and reputation of the company you work for.

**Respect**
When participating on your personal social media channels, use sound judgment and common sense when talking about your company. Remember the Golden Rule, treat others as you would want to be treated.

**Transparency**
When posting online about the company, clearly identify yourself as an employee.

**Confidentiality**
It's important to protect the privacy of customers and co-workers. Be careful about what you share. If you're unsure, err on the side of not posting.

**Copyrights and Trademarks**
Sharing social media posts is great but be sure not to alter or recreate any logos, images, trademarks and copyrighted materials.

**Have Fun**
Social media is a space where you can get creative and show your personality. Enjoy!
Lucky Draw

#1
Networking break
15:30 – 16:00

Thank you to all our Sponsors!
Joint Session
with the Lithium Battery Workshop

Moderator:
Geoff Leach,
Director,
DG Office UK Ltd

Panelists:
Alex McCulloch,
International Dangerous Goods Manager, UPS

Mark Mackrell,
Partner, Norton White

Jeff Hinton,
Resident Liability Manager Aviation,
Charles Taylor Adjusting
Scenario 1

A consignment of **compliant** lithium batteries

Trucked from a shipper in London to Frankfurt

Flown from Frankfurt to Istanbul on cargo aircraft A

Flown from Istanbul to Bangkok on cargo aircraft B

Upon arrival.......
Scenarios 1

Extensive aircraft damage and $5m worth of cargo is found to have been destroyed by a fire determined to have originated in the consignment of lithium batteries.

Who is liable?
Scenario 2

A consignment of non-compliant lithium batteries
Trucked from a shipper in London to Frankfurt
Flown from Frankfurt to Istanbul on cargo aircraft A
Flown from Istanbul to Bangkok on cargo aircraft B

Upon arrival.......
Scenario 2

Extensive aircraft damage and $5m worth of cargo is found to have been destroyed by a fire determined to have originated in the consignment of lithium batteries.

Who is liable?
Welcome Reception 18:00 – 19:30
IATA Cargo Claims and Loss Prevention Conference: Day 2

Welcome Back
A Guided Tour of Alternative Dispute Resolution

Joan Canny
General Counsel
Amerijet International Airlines
A Guided Tour... for Air Cargo Claims

• What is alternative dispute resolution (ADR)?
• What do the Conventions and standard IATA agreements say about ADR?
• How can a claimant, an air carrier, or a vendor or service provider choose ADR to resolve a dispute about an air cargo claim?
• Is ADR better than a court action for cargo claims disputes?
Some basics about ADR

- ADR is a means of resolving disputes without resorting to a court action.
- There are several types of ADR, but for the air cargo industry the primary type is arbitration.
- ADR -- including arbitration:
  - Is private
  - Can only happen with the written consent of participants (no one can be forced into arbitration without their permission)
  - Parties choose the procedures or rules
  - Parties choose the decision makers
  - Anyone can be a decision maker
  - Court decisions don’t apply- arbitrators start from a blank page
What types of disputes can be arbitraged in the air cargo industry?

- Air carrier – customer (shipper, consignee, forwarder/consolidator, charterer)
- Air carrier – air carrier
- Air carrier – ground handler
- Air carrier – other service provider (trucking company, security company, packaging company, others)
Is ADR allowed under the Conventions?

- Warsaw
- Montreal
- New York Convention (the Convention on the Recognition and Enforcement of Foreign Arbitral Awards)
Article 24

1. In the carriage of passengers and baggage, any action for damages, however founded, can only be brought subject to the conditions and limits set out in this Convention, without prejudice to the question as to who are the persons who have the right to bring suit and what are their respective rights.

2. In the carriage of cargo, any action for damages, however founded, whether under this Convention or in contract or in tort or otherwise, can only be brought subject to the conditions and limits of liability set out in this Convention without prejudice to the question as to who are the persons who have the right to bring suit and what are their respective rights. Such limits of liability constitute maximum limits and may not be exceeded whatever the circumstances which gave rise to the liability.
Article 28

1. An action for damages must be brought, at the option of the plaintiff, in the territory of one of the High Contracting Parties, either before the court having jurisdiction where the carrier is ordinarily resident or has his principal place of business, or has an establishment by which the contract has been made, or before the court having jurisdiction at the place of destination.

2. Questions of procedure shall be governed by the law of the court seised of the case.

Article 29

1. The right to damages shall be extinguished if an action is not brought within 2 (two) years, reckoned from the date of arrival at the destination, or from the date on which the aircraft ought to have arrived, or from the date on which the carriage stopped.

2. The method of calculating the period of limitation shall be determined by the law of the court seised of the case.
Article 30

1. In the case of carriage to be performed by various successive carriers and falling within the definition set out in the third paragraph of Article 1, each carrier who accepts passengers, baggage or cargo is subject to the rules set out in this Convention, and is deemed to be one of the contracting parties to the contract of carriage in so far as the contract deals with that part of the carriage which is performed under his supervision.

2. In the case of transportation of this nature, the passenger or his representative can take action only against the carrier who performed the carriage during which the accident or the delay occurred, save in the case where, by express agreement, the first carrier has assumed liability for the whole journey.

3. As regards baggage or cargo, the passenger or consignor will have a right of action against the first carrier, and the passenger or consignee who is entitled to delivery will have a right of action against the last carrier, and further, each may take action against the carrier who performed the carriage during which the destruction, loss, damage, or delay took place. These carriers will be jointly and severally liable to the passenger or to the consignor or consignee.

Article 30A

Nothing in this Convention shall prejudice the question whether a person liable for damage in accordance with its provisions has a right of recourse against any other person.
Montreal Convention

• The International Civil Aviation Organization (ICAO) led an effort to draft a new treaty to replace the Warsaw Convention, resulting in the “Montreal Convention,” completed in 1999 and entered into force in 2003.

• As September 2018, there are 133 parties to the Montreal Convention.
The Montreal Convention provides that a claim for damages can be pursued in a court under Article 33, but also...

Gives parties the option to refer the disputes to arbitration in accordance with Article 34 – for cargo only.
**Article 33 — Jurisdiction**

1. An action for damages must be brought, at the option of the plaintiff, in the territory of one of the States Parties, either before the court of the domicile of the carrier or of its principal place of business, or where it has a place of business through which the contract has been made or before the court at the place of destination.

2. In respect of damage resulting from the death or injury of a passenger, an action may be brought before one of the courts mentioned in paragraph 1 of this Article, or in the territory of a State Party in which at the time of the accident the passenger has his or her principal and permanent residence and to or from which the carrier operates services for the carriage of passengers by air, either on its own aircraft, or on another carrier’s aircraft pursuant to a commercial agreement, and in which that carrier conducts its business of carriage of passengers by air from premise leased or owned by the carrier itself or by another carrier with which it has a commercial agreement.

3. For the purposes of paragraph 2,
   a) "commercial agreement" means an agreement, other than an agency agreement, made between carriers and relating to the provision of their joint services for carriage of passengers by air;
   b) "principal and permanent residence" means the one fixed and permanent abode of the passenger at the time of the accident. The nationality of the passenger shall not be the determining factor in this regard.

4. Questions of procedure shall be governed by the law of the court seised of the case.

**Article 34 — Arbitration**

1. Subject to the provisions of this Article, the parties to the contract of carriage for cargo may stipulate that any dispute relating to the liability of the carrier under this Convention shall be settled by arbitration. Such agreement shall be in writing.

2. The arbitration proceedings shall, at the option of the claimant, take place within one of the jurisdictions referred to in Article 33.

3. The arbitrator or arbitration tribunal shall apply the provisions of this Convention.

4. The provisions of paragraphs 2 and 3 of this Article shall be deemed to be part of every arbitration clause or agreement, and any form of such clause or agreement which is inconsistent therewith shall be null and void.
How does arbitration work?

- Parties choose the decision makers
- Parties choose the rules and procedures
- Private dispute process – not a government process like court cases
- Past decisions and interpretations do not have to control the arbitrators decision – arbitration starts from a blank sheet of paper, like this dispute never came up before
- Under Montreal the arbitration must follow the Convention and must take place in one of the places the Convention allows for dispute resolution.

- THESE ARE ALL VERY IMPORTANT CHANGES FROM ACTIONS IN COURT.
How do actions in court work?

• Judges are appointed according to a nomination process.
• Judges work for the government.
• Judges generally have to follow the decisions that came before.
• The rules for court are established by the government and can include discovery and a process to bring into court other interested parties.
Arbitration or Court Action – Which is better for deciding cargo claims?

- Cost
- “Split-the-baby”/compromise decisions
- Time to a decision
- Public/private
- Adversarial/”bridge burning”
- Discovery
- Neutrality – bias, viewpoint, competition, repeat player
- Fairness/fair process
- The right answer ... this time and next time
- **Which process will get a win for me?**
Article 8—Arbitration

8.1 Any dispute or claim concerning the scope, meaning, construction or effect of this Agreement or arising therefrom shall be referred to and finally settled by arbitration in accordance with the procedures set forth below and if necessary, judgment on the award rendered may be entered in any court having jurisdiction thereof:

8.1.1 if the parties agree to the appointment of a single arbitrator, the arbitral tribunal shall consist of him alone;

8.1.2 if they do not so agree, the arbitral tribunal shall consist of three arbitrators appointed as hereinafter provided: if there are only two parties involved in the dispute each party shall appoint one of the three arbitrators; should either party fail to appoint his arbitrator such appointment shall be made by the IATA Director General. Should more than two parties be involved in the dispute they shall jointly agree on the appointment of two of the arbitrators; failing unanimous agreement thereon, such appointment shall be made by the IATA Director General. The two arbitrators appointed in the manner provided above shall appoint the third arbitrator, who shall act as chairman. Should they fail to agree on the appointment of the third arbitrator, such appointment shall be made by the IATA Director General;

8.1.3 the IATA Director General may, at the request of any party concerned, fix any time limit he finds appropriate within which the parties, or the arbitrators appointed by the parties, shall constitute the arbitral tribunal. Upon expiration of this time limit, the IATA Director General shall take the action prescribed in the preceding Paragraph to constitute the tribunal;

8.1.4 when the arbitral tribunal consists of three arbitrators, its decision shall be given by a majority vote;

8.1.5 the arbitral tribunal shall settle its own procedure and if necessary shall decide the law to be applied. The award shall include a direction concerning allocation of costs and expenses of and incidental to the arbitration (including arbitrator fees);

8.1.6 the award shall be final and conclusively binding upon the parties.
Section 4—Legal Actions

4.1 As soon as practicable after the commencement of a legal action involving an interline Cargo claim, the defendant carrier or carriers shall notify each of the other interested carriers of the nature of the action, including the names of the parties and the court, the amount involved, the date when appearance and answer must be made or entered and the number of the air waybill or shipment record, and shall also furnish all other information necessary for each such carrier to determine its interest in the action.

6.6 Any dispute between or among parties to this Agreement arising from or in connection with the application of the procedures set forth herein, shall be referred to arbitration in accordance with the IATA Multilateral Interline Traffic Agreement—Cargo.
8.6. Furthermore, notwithstanding Sub-Article 8.1.(c), the Handling Company shall indemnify the Carrier against direct loss of or damage to the Carrier's cargo (excluding Mail) caused by the negligent act or omission by or on behalf of the Handling Company in the provision of the services and/or the supply of goods under this Agreement PROVIDED ALWAYS THAT the Handling Company’s liability shall be limited to as set out in article 22.3 of the Montreal Convention 1999 or any amendment to that Convention in force at the time of the loss or damage or to the actual compensation paid out by the Carrier, whichever is less. In any event, the total amount of the claim shall not exceed USD 1,000,000, except that loss or damage in respect of any claim below USD 500 shall not be indemnified. Any claim shall be submitted within the time limits set out in article 31.2 of the Montreal Convention 1999. For the avoidance of doubt, the liability of the Handling Company shall never exceed the liability of the Carrier.

ARTICLE 9. ARBITRATION

In the event of any dispute or claim concerning the scope, meaning, construction or effect of this Agreement, the parties shall make all reasonable efforts to resolve disputes amongst themselves. Failing mutual resolution of the dispute, the parties may elect to resolve the dispute through arbitration (either by a single arbitrator or a panel of arbitrators). In the event that the parties fail to agree to an arbitration process, the dispute shall be settled in accordance with the laws of the state or jurisdiction set out in Annex(es) B, by the courts set out in Annex(es) B without regard to principles of conflict of laws.
Questions to ask in your organization

• Do we have arbitration as an option in our procedures with some customers (charterers, forwarders, specialty products)?
• What is in our interline agreements?
• What is in our ground handling agreements?
• What do our contracts for services say about arbitration?
• What does our insurance say about arbitration?
Questions?

Comments and Criticisms? 😊
Airline Perspective on Perishables

Ithrath Usman,
Cargo Customer Relations Manager,
Emirates Airlines
The world of perishables

Air-freighted perishables typically consist of:

- Fruits and vegetables
- Fish and seafood
- Flowers, seeds and plants
- Meats
- Dairy products
- Wines
- Frozen foods
The perishables industry is important because:

By 2050, there will be 9 billion people on earth and demand for fresh food will be 60% more than it is today.

Natasha Solano, Global Business Development Manager for Perishables Logistics at Kuehne+Nagel

Consumers are recognising the benefits of fresh produce as well as the benefits of natural ingredients sourced from various parts of the world.

Supermarkets are buying directly from producers to save on middleman cost and to avoid less than perfect produce.
A snapshot of the global business of perishables

Top 10 origins for perishables by air (2016)

- Kenya
- India
- USA Pacific States
- Australia
- Netherlands
- Egypt
- Ecuador
- Colombia
- Norway
- Chile

Total tonnage of perishable cargo moved in 2016 globally: 2.9 million tonnes
Total value of perishable cargo moved in 2016 globally: 3.47 billion US dollars
Risks associated with perishables in transit

**TEMPERATURE**
- Too high – sets in and accelerates decay.
- Decreases shelf life of perishable produce
- Too low – leads to chilling injury and changes appearance of produce

**HUMIDITY**
- Quickens ripening
- Exposes fresh product to pathogens and fungus

**ETHYLENE**
- Produce of respiration, it causes many fruits and vegetables to ripen well before their time

**MECHANICAL SHOCK**
- Causes bruises and damages produce
- Promotes growth of Botrytis fungus
The right tools and implementations

TECHNOLOGY

Robust cold storage units for packing and storing
Reefer transportation to and from the airport environment
Temperature monitoring equipment to ensure minimal fluctuations

COMMUNICATION

Training of personnel
  • Trained in IATA Perishable Cargo Regulations
  • 24/7 access to information
  • Dedicated handling team

Customer Requirements
  • Ensure product details and requirements are correctly entered
  • AWB executed as per Shipper’s requirements
Introducing the Emirates Fresh trio

Our three-tiered product addresses your concerns effectively:

We help you determine the level of temperature-protection your cargo needs and assist you in making an informed choice.
Emirates Fresh:
Everyday and general perishables with higher temperature-tolerance like fruits, vegetables and cured meat.

Emirates Fresh Breathe:
Ventilated cool-chain solutions for live and delicate perishables such as certain flowers, fresh-cut stems, seafood, premium meat products etc.

Emirates Fresh Active:
Premium solution using active containers for high-end perishables that cannot withstand the slightest temperature deviation like cheese, wine and frozen products.
Designed to handle everyday and general perishables, the add-ons are an effective way to ensure freshness is never compromised.
Emirates Fresh for uninterrupted freshness

How it works:

**OPERATIONAL PROCESS**
- Cargo built in temperature-controlled warehouse
- Cargo to be stored in temperature-controlled warehouse within 90 minutes of arrival
- Priority transit at Emirates SkyCentral

**ADD-ONS**
- DuPont White Covers for PMC and PLA
- White Cover for Euro Pallets
- Temptrol® temperature data logger (2°C - 25°C and 15°C - 25°C)

**FEATURES**
- Quick ramp transportation
- Dedicated process and storage
The ventilated cool dolly makes all the difference for sensitive perishables during ramp transfers.

The temperature data logger is an efficient way to monitor that the desired temperature is maintained at all times.
Emirates Fresh Breathe is ideal for live perishables

How it works:

**Operational Process**
- Cargo built in temperature-controlled warehouse
- Cargo to be stored in temperature-controlled warehouse within 90 minutes of arrival
- Ramp transit in ventilated cool dolly at hub

**Add-ons**
- DuPont White Cover for PLA and PMC
- TempTale® temperature data logger (2°C - 25°C and 15°C - 25°C)

**Features**
- Prioritised ground handling
- Ventilated cool dolly for ramp protection at Emirates SkyCentral
- Temperature-controlled handling and storage at Emirates SkyCentral
- Ready for collection on arrival with pre-agreed time depending on local infrastructure

**Emirates Fresh Breathe’s Unique Ventilated Cool Dolly**
We provide active containers to most destinations based on prior booking.

Our track and trace feature as well as online temperature monitoring gives you absolute clarity throughout the journey.
Emirates Fresh Active protects highly temperature-sensitive perishables

How it works:

- **ORDER**
  - Active container to be ordered and flown to origin when necessary

- Cargo built and stored in temperature-controlled facility

- **OPERATIONAL PROCESS**
  - Trained staff to handle and load active containers
  - Active containers are returned back to the nearest supplier station

- **FEATURES**
  - Airport to airport transportation
  - Track and trace
  - Online temperature monitoring
  - Flown as booked with priority handling
  - Specialised storage area
  - Specialised temperature-controlled containers – RKN 12, RAP 12 RKN e1 and RAP e2

- **ACTIVE CONTAINER BRANDS RECOMMENDED BY EMIRATES FRESH ACTIVE**
  - Envirotainer®
  - CSafe
  - DoKasch
## Product Matrix

<table>
<thead>
<tr>
<th>Feature</th>
<th>Emirates Fresh</th>
<th>Emirates Breathe</th>
<th>Emirates Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated Ramp Operation</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Quick Ramp Transportation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Protective Thermal Blankets During Ramp Transp.</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cool Dolly Services for Ramp Transp.</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Dedicated Handling and Storage at Dubai HUB</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Expedited Acceptance at Origin and Delivery at Station</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>White Cover / Temp Logger / Temperature Monitoring</td>
<td>Add-ons*</td>
<td>Add-ons*</td>
<td>✓</td>
</tr>
<tr>
<td>Active Container</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

*Add-ons such as White Covers and Temp Loggers need to be procured from General Distribution Centre (GDC) in Dubai at cost.
Emirates Fresh features and add-ons

**Thermal Blanket:**
Thermal blanket protects your temperature-sensitive cargo by stabilising the environment of the shipment, shielding it from extreme weather and temperature fluctuations.

**White Cover:**
Water-resistant and breathable, ideal for covering breathing commodities. Easy to take off, White Covers are environmentally friendly as well.

**Ventilated Cool Dolly:**
Special cool dolly that provides temporary storage during ramp transportation. It can be set to the desired temperature as per SHC.

**Active Container:**
Temperature-controlled containers with an active temperature control system based on compressor cooling and electric heating.
Take advantage of our unmatched support

A GLOBAL TEAM OF EXPERTS DEDICATED TO THE TRANSPORTATION OF PERISHABLES

ONE OF THE YOUNGEST WIDE-BODIED FLEET IN THE WORLD

OVER 150 DESTINATIONS FROM DUBAI, MAKING THE WORLD MARKETS SO MUCH MORE ACCESSIBLE

OVER 250 FLIGHTS DEPARTING EVERY 24 HOURS FROM DUBAI, PROVIDING QUICK TURN-AROUND

skycargo.com/emiratesfresh
Loss Prevention

It starts with **PCR**

• Preparation:
  • Proper Identification with labels and temperature requirement.
  • Packed Carefully to endure a required transit time.

• Control :
  • Over every step of the process.
  • Documented evidence.

• Reduced Exposure:
  • Quick turnaround time
  • Quick connection
Loss Prevention

It continues..... with FMV

- F - Focus on Process
  - Own
  - Outsourced

- M – Manage Expectation
  - Pre-Sale
  - Post Sale

- V – Visibility
  - External
  - Internal
Thank You

Ithrath usman
Networking break  
10:30 – 11:00

Thank you to all our Sponsors!
Panel on Perishables

Moderator:

Dan Soffin, 
International Aviation Legal, 
Commercial and 
Operations Expert

Panelists:

Bert Allard, 
Manager Special Cargo and Service Delivery, 
Emirates

George Kakashvilli, 
Lawyer, Lasare Cargo Terminal, 
Shota Rustaveli Tbilisi International Airport

Dave Suhajda, 
Senior Manager Claims & Systems, 
Polar Air Cargo & Atlas Air

Max Zaccar, 
Chairman, Commercial Insurance
Networking lunch 12:30 – 14:00

Thank you to all our Sponsors!
Judges Corner

Moderator:
Rainer Amann,
Partner,
Urwantschky Dangel Borst

Panelists:
Ricardo Bernardi,
Partner, Norton White

Mark Mackrell,
Partner, Bernardi & Schnapp

Anita Quy,
Partner, Kennedys Law
Livestock crate
CMTP livestock crate design
Cattle being delivered to Qantas freight depot, Melbourne Airport
Networking break
15:30 – 16:00

Thank you to all our Sponsors!
Joint Session
with the Cargo Security & Facilitation Forum

Moderator:
Andrew Farrelly,
Co-Founder, CT Strategies

Panelists:
Ricardo Bernardi,
Partner, Norton White

Elad Gadot,
Executive Director, Corpsec

Ross Lockie,
Regional Officer, Aviation Security & Facilitation,
ICAO Asia & Pacific Office

Howard Stone,
Vice President Security, UPS
Gala Dinner & Lucky Draw

#2
Cargo Claims and Loss Prevention Conference:

Welcome Back
Day 3

joint session with the AirPharma Conference
Presentation of Pharma.aero

Jaisey Yip,
Associate General Manager Cargo & Logistics Development,
Changi Airport Group
Introduction to Pharma.Aero

A cross-industry collaboration for Pharma Shippers, CEIV certified cargo communities, Airport Operators and other air cargo industry stakeholders to collaborate and enhance end to end air transportation of pharmaceuticals

- Founded on: 27 Oct 2016
- Initial members: Brussels Airport (BRU) and Miami International Airport (MIA), Changi Airport, Singapore Airlines, Sharjah Airport, Brussels Airlines and Brinks Life Sciences

Achieve excellence in reliable end-to-end air transportation for pharma shippers

Foster collaboration between CEIV certified airport communities dedicated in developing and leading when it comes to handling pharmaceuticals

Advocate the best interests of the pharma industry
Develop air cargo as a reliable transport mode for pharma
Become leaders in developing cool chain solutions
Grow the pharma business at our airports
Our membership has expanded from the initial 7 companies in Oct 2016 to 33 companies today.
Our Endorsements and Support from the Pharma Industry

Company: UCB Biopharma spol
Address: Chemin du Forez, 1420 Brugelette, Belgium

Support Statement for Pharma.Aero organization

UCB believes in the added value of the Pharma.Aero organization and will give its active support.

UCB will collaborate in projects with other Pharma.Aero members, in order to achieve excellence in reliable end-to-end air transportation of pharmaceutical products.

UCB could evaluate an involvement in the Board of Directors of Pharma.Aero, in order to give guidance to this collaboration group.

Signature: L.Ménozème

Date: 21/10/16

Pfizer

Hope Mei 10
1192 Zuerich

Support Statement for Pharma.Aero organization

Pfizer believes in the added value of the Pharma.Aero organization and will give its active support.

We will collaborate in projects with other Pharma.Aero members, in order to achieve excellence in reliable end-to-end air transportation of pharmaceutical products.

We also will evaluate an involvement in the Board of Directors of Pharma.Aero, in order to give guidance to this collaboration group.

Signature

Date: 14 October 2016

MSD

Support Statement for Pharma.Aero organization

MSD will collaborate in projects with other Pharma.Aero members, in order to achieve excellence in reliable end-to-end air transportation of pharmaceutical products.

Signature

Date: 20 Oct 2016

Novartis

08 February 2017

PHARMA.AERO

Dear Sir Efem,

Novartis shares the values and goals of Pharma.Aero in improving the quality, safety, efficiency and reliability of end-to-end air transportation. The Pharma industry relies on air transport for its supply, consistency and promptness in delivering high-value, life-saving, temperature-controlled products. Novartis through its representation of the Supply Chain is therefore interested to join the Pharma.Aero association and actively support the proposition and adoption of global standards to achieve supply chain excellence in the transportation of pharmaceuticals and to ensure patient safety throughout the logistical journey.

Sincerely,

Steven Class
Global Head of Logistics
Novartis Technical Operations – Supply Chain – Global Logistics
"IATA congratulates the Pharma.Aero collaborative initiative that unites around the central theme of linking CEIV certified entities and trade lanes to improve industry logistical networks to achieve supply chain excellence.

Such joint program enhances the Air Cargo industry’s value proposition and adoption of global standards in transporting time and temperature sensitive pharmaceuticals.

Ensuring patient safety throughout the logistical journey is a collective responsibility and this is a great demonstration of that ideal. “
Our accomplished projects in 2017/18

- **IATA CEIV SHIPPERS VALIDATION**
  Standardization & validation of the IATA CEIV Checklist by Pharma Shippers

- **AIRPORT AIRSIDE TRANSPORT BENCHMARK STUDY**
  A recommendation of best practices in relation to the weakest link in the supply chain, the airside transport of pharmaceuticals

- **DIGI 1.0**
  Study on the possibility of digitizing the end-to-end supply chain of airfreight pharmaceuticals
Introduction to IATA CEIV Pharma Shippers Validation
Project purpose
The CEIV pharma certification standard has become an industry standard, which is being implemented by any air cargo stakeholders. A validation of the checklist by pharma shippers aims to result in a simplified and reduced audit frequency of certified stakeholders.

Project description
Pharma.Aero invited its pharma shipper members to participate and involve their Quality Agreement experts to review and validate the CEIV checklist. The group will evaluate to which extent pharmaceutical manufacturers can validate the checklist and the audit methodology, aiming at obtaining an endorsed audit format.

Project Results
The project group worked with the pharmaceutical shippers to validate and endorse the existing IATA CEIV Pharma checklist and audit methodology.
Introduction to Airport Airside Transport Benchmark
Project purpose
Pharma.Aero launched the Airside Transportation Benchmark project group as Pharma shippers indicate that most temperature deviations happen during the airside transit between the cargo warehouse and the aircraft.

Airports aspiring to become a preferred pharma gateway should implement solutions in collaboration with the local partners and service providers in order to reduce the temperature risks. The project aims to identify best practices and potential areas for improvement

Project description
To gather industry best practices implemented at the member airports communities

Project Results
A glossary of best practices amongst airports
Introduction to Digi 1.0 Project
Problem Statements

Different data is being collected, stored and monitored in silos by supply chain stakeholders. However, such data are not shared across the supply chain, leading to KPIs not being cascaded throughout the supply chain and the lack of awareness how pharmaceutical cargo are being handled.

Shippers are unable to monitor the location and temperature of their shipments and take corrective measures on a real-time basis. Any investigation would undergo a lengthy process across different stakeholders.

US$2.5 billion to US$12.5 billion

Annual losses of pharmaceutical products due to temperature excursions

Source: IATA
Only data on temperature and time are available.

Shipper can’t identify the root cause in a timely manner to take CAPA measures. Retrieval of data can take up to 3 weeks.

There is an increasing demand for:

1) End-to-end transparency in track and trace
2) Real-time / Near-to-real time monitoring to prevent excursions
Current digitization and data sharing process

- Operational systems already connected (Cargo IMP/XML)
  - Known integration points/approach
  - Strong standardization in place
- Shippers do not have ready access to this information
  - Depend on online tracking services from carrier and forwarders
Current digitization and data sharing process

**Forwarder Operational System**

- Systems typically provide tracking info to shippers
  - Less standardized, even though they are covered by Cargo iQ
- Carriers do not have ready access to this information
  - Talks at the **house** bill level, not **master** bill
Digi 1.0: The Global Pharma Tracker
Based on IATA Cargo IQ’s Master Operating Plan (MOP), Freight Status Update (FSU) messages are used to notify/update interested parties with a (change of) status of a specified consignment are recorded in the system.

<table>
<thead>
<tr>
<th>Type of movement</th>
<th>Status Codes</th>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exports</td>
<td>RCS</td>
<td>Cargo ready for carriage</td>
</tr>
<tr>
<td>Transit</td>
<td>RCT</td>
<td>Cargo received from another airline</td>
</tr>
<tr>
<td>Transit</td>
<td>TFD</td>
<td>Move cargo to another airline</td>
</tr>
<tr>
<td>Exports</td>
<td>DEP/MVT</td>
<td>Departure of aircraft</td>
</tr>
<tr>
<td>Imports</td>
<td>ARR</td>
<td>Arrival of aircraft</td>
</tr>
<tr>
<td>Imports</td>
<td>RCF</td>
<td>Shipment received at warehouse from a given flight</td>
</tr>
<tr>
<td>Imports</td>
<td>NFD</td>
<td>Forwarders Notified</td>
</tr>
<tr>
<td>Imports</td>
<td>AWD</td>
<td>Handover Documents</td>
</tr>
<tr>
<td>Imports</td>
<td>DLV</td>
<td>Documents and Cargo Delivered</td>
</tr>
</tbody>
</table>
Inclusion of quality related data

- Information from quality control actions can be ingested at relevant points during cargo movement (e.g. IATA Acceptance Checklist)
- Reliability of provided quality data can be ensured
### Requirements and Benefits

**Global Pharma Tracker Platform**

- **Interoperability** - Offer flexible integration with current and future operational systems
- **Flexibility** - Bring together all relevant information from all relevant systems and sources
- **Data Accessibility** - Giving each data owner control over who sees their data and in which situation
- **Timely Alerts** – Providing stakeholders alerts on non-conformances in a timely manner
- **Immutability** – Ensure data reliability and maintain trust among stakeholders

**Helpful Features**

- Single window to single version of truth
- Better and faster visibility with less effort
- Capability to prevent rather than respond
- Happier customers!
Outcome 1: An integrated pharma audit trail

- All relevant information for a temperature-controlled cargo movement to be represented in a single, coherent and end-to-end manner.
- Reduces time spent to identify who is responsible for which section of the route and time spent to obtain such information.
Outcome 2: Auto detection of non-conformances

- Non-conformances can be detected automatically and sent to parties in real time
Outcome 3: Visualization and analytics

- Visualize an individual cargo movement and non-conformances along a timeline
- Visualize a selection of cargo movements (over a time period, involving a particular party), including service quality metrics
- Extract a dataset allowing them to perform additional analytics/BI reporting in their own environment
Outcome 4: Data security

- Ensure that their data can only be seen by specific parties
- Have a complete audit trail over who has seen certain data element
- Provision of temperature measurements without risk of tempering
- Record cargo custodianship
Conclusion from Digi 1.0

- Demo model has been validated by shippers
- Addressed the need to obtain specific location and real-time temperature data at the airport compound.
- Proof that the relevant data can be collected from various stakeholders and combined to provide greater visibility through collaboration
New Projects being Launched in 2018/19

- Digi 2.0 & Pharma Trade Corridor
- E-Learning Platform
- Security Recommendations
- E-Journal Publication
Project Description

The Global Pharma Tracker Platform (GPT) prototyping stage is to use real data to:

1) Monitor and track temperature controlled pharmaceutical shipments
2) Combine relevant data from sensors, quality control and other standardized cargo document

This will provide:
• Single window to single version of truth
• Auto detection non-conformances and sending notifications to parties
• Enable analysis of KPIs for benchmarking and process optimization purposes
Prototype Lanes & Participants

Pfizer:
- BRU
- SIN
- MOM
- HKG

Johnson & Johnson:
- BRU
- MOM
- SIN
- HKG

MSD Merck:
- BRU
- SIN

Locations: BRU (Brussels), SIN (Singapore), HKG (Hong Kong), BOM (BomBay), TPE (Taipei), MIA (Miami)
## Data Requirements

### Pharma shipper
- Shipment identification and aggregation
- Required temperature regime
- Information about packaging type/parameter
- Information linking temperature sensor identification and shipments

### Forwarder
- Logistic timeline + QA/temperature data
- Warehouse/zone temperature data feeds
- Information about packaging type/parameter
- Information linking temperature sensor identification and shipments

### Carrier
- Cargo IMP/XML messages
- CDMP data/messages
- Cargo hold temperature readings

### Ground handler
- Start/end and temperature information
- CEIV & ACT quality checklist
- Cargo IMP/XML messages as delivered through the carrier’s CCS
- Warehouse/zone temperature feeds

### Airport
- Ambient temperature data stream (airport-sourced)
- Ground movements, messages & flights
- Data from local temperature controlled equipment
We see marketing driven initiatives being launched by industry operators, without a clear content and not aligned between each other. As a result there is a need for a validated concept, which aims at implementing a common set of minimum requirements.

This project targets to provide the best assurance in handling quality to pharmaceutical shippers and forwarders by setting up pharmaceutical trade corridors between airports with cargo handling communities certified under the CEIV Pharma program.
CEIV certification is a major requirement to become a member of Pharma.Aero. The E-learning CEIV dissemination course is a project in which the IATA induced trainings on CEIV will be disseminated to all strategic and full members of Pharma.Aero in order to make CEIV Pharma more accessible for all staff in a company that is CEIV certified or in the process to become certified.
Based on the shippers daily concerns and questions about security issues in relation to pharmaceutical transportation via airfreight, the project aims to **deliver a standardized list of best practices and available security recommendations**, in order to be able to have “one” central reference point in relation to airfreight and security.
Within the pharmaceutical airfreight industry, most of the current available articles, white papers and publications are mostly driven by commercial incentives and mostly not based on wider collaboration initiatives. Pharma.Aero aims to create a neutral publication platform on specialised **cross industrial collaboration papers, scientific studies that is available for its members and the industry.**
Thank You
Panel on the Transport and Handling of Pharmaceutical Products

Moderator:
Anita Quy, Partner, Kennedys

Panelists:
Courtney Buckwalter, Assistant Manager Cargo Claims, United Cargo
Frederico Lupp, Head of Business Development EMEA & APAC, DHL
Jaisey Yip, Associate General Manager Cargo & Logistics Development, Changi Airport Group
Networking break
11:00-11:30

Thank you to all our Sponsors!
Case Studies’ Resolution

Bart Banino, Partner, Condon Forsythe

Frank Montbach, Partner, Mound Cotton Wollan & Greengrass LLP
Lucky Draw

#3
Closing Remarks

Christian Piaget,
Senior Manager Cargo Border Management and Claims,
IATA
Upcoming IATA Cargo Events
Save the Date!

https://www.iata.org/events/Pages/index.aspx
Thank you to our Sponsors
Thank you for joining us in Bangkok & Safe travels!