

Interaction to Bring Out the Best

Thank you for flying with Japan Airlines.

Japan, Bangkok, Singapore, Shanghai, Hong Kong, Taipei, Manila, London, Frankfurt—JAL recruits cabin attendants in all these cities. In Manila, where we started hiring this year, the first cohort recently completed their training and began working in May. This August, the second cohort is studying at the training center at Haneda to prepare for their upcoming assignments. I am eagerly anticipating the day when these new employees, who joined JAL with a love for Japanese culture and a sense of purpose, will excel in their roles with their natural cheerfulness and earnestness.

The JAL Group has airports and branches in around 40 regions worldwide, where employees with diverse backgrounds and experience support our flights. For example, a cabin attendant based in Shanghai is involved in product development in Japan, while an employee of our Vietnam branch handles companywide finances. In recent years, we have been increasingly adding such roles spanning regions and job categories. I believe that with their willingness and sensibility to understand each other's cultures through such interactions, team members can broaden their horizons and bring a breath of fresh air to the team.

The other day, I read about an interesting story in some old company records from the 1980s and '90s. An employee tried to help a coworker from an overseas office who looked

busy, but due to cultural differences, the coworker misunderstood the intent and thought the employee was belittling the coworker's abilities. An argument ensued. Finally, though, they talked things over, cleared things up, and ended up becoming a better team than before.

Nowadays, diversity is valued in all aspects, including attributes, experience, and ways of thinking. However, I believe the ability to channel that diversity into a force that creates new value for the team ultimately depends on communication that fosters mutual understanding and respect. The story I have just shared with you strikes me as one that gets to the heart of the matter, all the more so because it comes from a time when the term "diversity" was not in widespread use.

The JAL Group will continue to deliver new value and fresh excitement to our customers through interaction among employees that brings out the best in them.

I hope you have wonderful, memorable travels this summer. We look forward to serving you on your next flight.

交流、绽放

非常感谢您乘坐本次航班。

日本、曼谷、新加坡、上海、香港、台北、马尼拉、伦敦、法兰克福，这些都是JAL在当地招聘客舱乘务员的地区。其中马尼拉于今年新招录的第一期学员，已在5月开始独立执飞。今年8月，第二期学员也将准备上岗，现在正在羽田培训中心刻苦训练。这些新



员工热爱日本文化，怀着远大志向加入公司，我也十分期待看到他们凭借与生俱来的开朗与专注，在工作中大放异彩。

JAL集团在全球约40个地区设有机场办事处或分公司，拥有不同背景、经验的员工们共同为每个航班提供保障。近年来跨地区和岗位的交流也愈发普遍，例如上海基地的客舱乘务员在日本参与商品的开发工作，越南分公司的员工负责全公司的财务等等。在这样的交流合作中，大家试图去理解彼此文化的态度与感知力，拓宽了每个人的视野，也为团队注入了新的活力。

前些日子，我在翻阅公司旧档案时发现了一段1980~90年代发生的有趣往事。一位员工看到海外基地的同事忙得不可开交试图提供帮助，却因文化背景差异，被对方误解为“轻视其能力”而引发了争执……不过，最终双方通过深入沟通消除了误会，团队关系比以前更加融洽了。

如今，无论是特质、经验还是思维方式等各个方面都很重视多样性。然而，能否将这种多样性转化为团队创造新价值的力量，关键在于加深彼此理解与尊重的沟通。在尚未出现“多样性”一词的年代，这段往事却直击本质，令我深受触动。

JAL集团今后也将继续推动员工之间的交流，让每个人的个性绽放光彩，为乘客带来全新的价值与前所未有的感动。

愿您在这个夏天有一个精彩而难忘的旅程。衷心期待您再次选乘日航航班。



President and
Group CEO

**TOTTORI
Mitsuko**

Born in Kurume, Fukuoka in 1964. Joined JAL in April 1985 as a cabin attendant. Appointed vice president of the Cabin Safety Promotion Department in 2019, executive officer and senior vice president of the Cabin Attendants Division in 2020, managing executive officer and senior vice president of the Cabin Attendants Division in 2022, senior managing executive officer and senior vice president of the Customer Experience Division in 2023, and representative director, senior managing executive officer, and group chief customer officer (CCO) in June 2023. Assumed her current position in 2024. Loves listening to music and watching historical dramas.

鸟取 三津子 1964年出生于福冈县久留米市。1985年4月进入本公司（客舱乘务员）。2019年任客舱安全推进部部长，2020年任执行董事 客舱本部长，2022年任常务执行董事 客舱本部长，2023年任专务执行董事 客户体验本部长，同年6月就任代表专务执行董事、集团CCO，2024年起担任现职。爱好是音乐鉴赏和日本大河剧（长篇历史电视连续剧）。

ILLUSTRATION: YAMAMOTO YUKO

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