



# Bonds

ILLUSTRATION: YAMAMOTO YUKO

Thank you for flying with Japan Airlines.

2025 will soon be drawing to a close, and the air has turned crisp with winter. It is the season for reflecting on the end of one year and the beginning of the next.

The other day, I met with graduates of the JAL Scholarship Program who participated in the 1980s. The program invites students from Asia and Oceania to Japan for about three weeks, to deepen mutual understanding through training and cultural exchange centered on a theme set for that year. Launched in 1975 to show younger generations “Japan as it truly is,” the program has welcomed around 1,700 students from more than 20 countries and regions over the past half-century. Alumni are currently active in many fields, serving as cabinet ministers, diplomats, journalists, and more in their home countries and regions. This year, a group gathered in Japan for the program’s 50th anniversary and visited our offices.

One participant from Singapore said, “The experiences I had and the people I met during that time helped me overcome my own biases, and that continues to shape my life today.” Those words were deeply moving, but at the

same time I found myself thinking anew about the relevance of the program, especially in a time when virtual connections and social media have made the world a smaller place. To my delight, this year’s students also spoke with enthusiasm. “Spending time with everyone helped me choose my future path,” said one; another said, “Environmental problems may seem overwhelming if we face them alone, but I’m now convinced that we can overcome them by working together.”

Talking with both alumni and current students, I sensed that the bonds and mutual understanding born from taking in the same scenery, living together and sharing meals, and engaging in meaningful conversations have the power to enrich lives and make the world a better place, no matter the era. At JAL, we believe that such real-world interactions are precisely what will guide us into the future, and we will continue to serve as the wings that help even more people create such rich bonds. I am confident that the experiences of younger generations around the globe will bring about a bright future, in Japan and throughout the world.

As 2025 draws to a close, we sincerely hope

that you, too, are blessed with such precious bonds, and wish you a warm and joyous New Year. All of us at JAL look forward to welcoming you on board for safe journeys and heartfelt service next year as well.

## 人生纽带

非常感谢您选乘日航集团航班。

今年也快要接近尾声了。在冬日清澈的空气中，迎来了回望过去一年与展望新的一年的季节。

前几天，我有幸与参加了1980年代“JAL奖学金活动”的毕业生们进行了会面。该活动邀请亚太地区的学生来到日本，通过三周左右围绕当年主题的研修和文化交流，加深相互的理解。1975年，该活动本着“希望年轻一代了解真实的日本”的愿望正式启动，半个世纪以来，已经迎来了来自20多个国家和地区的约1700名学生参加。如今毕业生在各自的国家和地区担任政府高层、外交官、新闻工作者等，在各行各业发挥着重要作用。今年，为纪念该活动举办50周年，毕业生们在日本相聚并特意前来拜访了我。

一位来自新加坡的毕业生说：“当时的经历和伙伴间的交流，让我消除了心中的偏见。这至今仍然影响着的人生。”这番话让我深受感动，另一方面，在虚拟网络和社交媒体拉近世界距离的今天，我也再次确认了这个活动的意义。交流中令人欣喜的是，今年的学生们信心十足地说道：“在与大家相处的过程中，我决定了自己未来的道路。”“只靠一个人似乎无能为力，我坚信只要大家团结起来，就能做出改变。”

从毕业生和学生们的表情和对话中，我感到无论在哪个时代，在分享同样的风景、同吃同住的过程中畅所欲言，其中萌生的纽带和相互理解，都能为人生增光添彩，蕴藏着让世界变得更好的力量。JAL集团相信，这样真实的交流才是开拓未来的原动力，所以今后也将继续为了让更多的人建立丰富的人生纽带而添砖加瓦。相信年轻一代在世界各地获得的经验，也一定会照亮日本和世界的未来。

岁末将至，我衷心祝愿大家都能拥有无可替代的“人生纽带”，迎来温暖的新年。新的一年，我们全体员工也将继续以安全飞行和贴心服务迎接每一位旅客。



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）。

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