



## Make the Best Baton Pass

Thank you for flying with Japan Airlines again this year. We sincerely hope that 2026 will be a wonderful year for you all.

One seasonal tradition following the start of the New Year in Japan is the Hakone Ekiden, a two-day long-distance relay race. The determination with which the runners push forward always shows a renewed and energetic spirit, perfect for the start of a new year. Each runner puts all their strength into the sections where they excel, from wind-whipped coastlines to steep hills, before passing the sash on to the next teammate. Those efforts actually remind me of our own work at the JAL Group.

One of the concepts our group values highly is what we call “making the best baton pass.” While it is of course essential for each employee to deliver excellence in their own roles, it is the extra effort to imagine the steps that follow, and communicating with care, which enable us to provide our customers with safety, peace of mind, and unparalleled service.

Much like the Ekiden, the airline industry relies on employees in different roles coming together to operate each and every flight.

“Passing the baton” between professionals is therefore extremely important. For example, maintenance engineers in charge of an outbound flight share detailed information on the aircraft’s condition with maintenance teams at the arrival airport; meanwhile, a cabin attendant finishing up one flight anticipates situations likely to arise on the next, and requests ground staff to take any necessary measures in advance. Countless such “batons” are being handed off between scenes, and each small act of sharing or communication helps the staff receiving the “baton” make sound decisions. This in turn builds more motivation to provide our customers with safety and peace of mind.

The other day, I spoke with an employee who had been on the track and field team as a student, who said, “No matter how much you practice, if you and your teammates feel out of sync, the baton just won’t transfer smoothly.” Those words made me feel that mutual trust is precisely what brings a person’s skills and experience to life. Our group’s “batons” may not be the kind you can see, but we will continue to cherish the spirit of caring for and relying on each other.

Over the coming year, the entire JAL Group will work as one in this best baton relay, to provide our customers with safe, reliable service and inspiring new experiences. We wish you many wonderful journeys throughout the coming year, and look forward to serving you on your next flight.

### 最佳接力赛

新年伊始，非常感谢您乘坐本次航班。衷心祝愿您将迎来一个精彩纷呈的2026年。

日本年初的一道风景线便是箱根车站接力。选手们专注而坚定地向前奔跑，为新年开端带来了恰如其分的清新气息。无论是强风呼啸的海岸线，还是艰难的上坡路，或是长途区间，各有所长的选手们竭尽全力奔跑，将肩带（接力棒）托付给下一位队友。看着那一幕幕接力的瞬间，突然觉得这和我们的工作也很相似。

JAL集团重视的理念之一，就是“最佳接力赛”。我们认为每个人在自己的岗位上做到满分固然重要，但想到“下一步”而琢磨创新，互相体谅的沟通，才是保障顾客的安全与安心、为顾客提供最好服务的关键所在。

航空业界也如同车站接力赛，需要职责不同的员工们齐心协力，共同完成每一个航班，因此专业人士之间的接力尤为重要。比如，负责出发航班的机务人员，必须向到达机场的机务团队详细地传达飞机的状态。又或是完成执飞的客舱乘务员，预估下一段航班中可能出现的情况，提前让地面工作人员做好相应的准备。这种工作间的接力数不胜数，每一次细微的共享与沟通，都会帮助接棒者做出更准确的判断，也是为顾客提供安全安心服务的动力。

前些天，与一位学生时代曾在田径队参加过接力赛跑的员工交谈时，他说：“无论怎么训练，队友之间心意不通时，接力棒是无法顺利传递的。”听到这话，我深深体会到，唯有彼此的信任，才能让技术与经验真正发光发热。我们的接力棒虽是无形的，但我希望始终珍视那份对彼此的关怀、信任与托付。

新的一年，JAL集团全体员工将继续齐心协力，不断完成最佳接力赛，为您带来安全、安心的飞行体验以及全新的感动。愿您在这一年，邂逅更多美好的旅行。衷心期待您再次选乘日航航班。



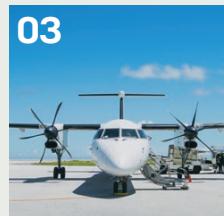
President and  
Group CEO

**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）。

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