

Kaleidoscope of Travels

Thank you for flying with Japan Airlines.

Spring has arrived in Japan. In April, we welcomed about 2,300 new employees to the JAL Group. They join our ranks full of anticipation, and I look forward to giving them my full support so that each and every one can take pride in their work while thriving in their new position.

Seeing all the new employees reminds me of my own early days on the job. To be honest, I barely remember my first flight. Some vague impressions remain, like preparing for days in advance and putting on my uniform after a nervous, sleepless night, but I was so desperate to succeed that the most important part—the flight itself—seems to have vanished into the sky.

Back then, we each kept a notebook to write down our reflections after each flight. Our seniors would note what had gone well and what needed improvement, and we would add our own thoughts, too. At first, my notebook was filled with criticism: “looks unconfident,” “lacks sufficient knowledge,” and the like. Frustrated with myself, I would list those items in a different notebook, and once I felt I’d overcome a given issue, I’d cross it off the list. After doing this for around half a year, my attitude toward work had shifted so much I felt like my entire personality had changed, and my confidence grew—a little, perhaps, but grew nonetheless. Having had this experience of changing myself, I still make a point of writing down things to be mindful of. Facing the areas for improvement identified by my seniors was essential for developing my skills. That said, another thing remains etched in my heart: on flights where I felt someone watching



A Notebook of Reflections

over the things I did well, I strangely found it easier to perform at my best. Looking back on it now, I think both kinds of support sustained me on my journey.

As the days go by, the most consistent source of strength for me is still the “once-in-a-lifetime” encounters I have with our passengers. Both as a new recruit, and after I’d built some experience, the kind words, the smiles, and sometimes even the reprimands I received on board were a constant source of encouragement. I hope our new employees will find their own drive and support as they build new experience upon new experience.

Together with our new colleagues, the JAL

Group will continue to provide both comfort and peace of mind on your journeys.

We look forward to serving you on your next flight.

自我更新笔记

非常感谢您今天也选乘JAL集团的航班。

日本的春天已经来临,今年四月,日航集团迎来了约2300名新成员。为了让每位满怀期待入职的员工能以这份工作为荣、充满活力地大展身手,我也将尽我所能,全力给予支持。

看着新员工的身姿,我不禁想起了自己初入职场的时光。坦白说,我对第一次飞行几乎没什么印象了。虽然隐约记得提前数日做准备的紧张感,以及彻夜未眠后穿上制服时的场景,但关键的飞行记忆却因为当时太过拼命,似乎都遗留在空中了。

那时候,我们都有一本笔记本,用来记录每次飞行后的反思。请前辈们写下我的优点和需要改进的地方,自己也会附上感想。刚开始的时候,笔记上满是“显得没有自信”“缺乏相关知识”之类的不足之处。我很不甘心,便将其逐条誊写到另一本笔记本上,觉得有改进了就逐一划去。如此反复持续了约半年后,自己感觉“性格”都变了,对工作的态度也发生了转变,终于找回了一点自信。正是因为这段自我蜕变的经历,我至今仍会亲笔记录需要留意的事项。直面前辈们指出的“改进点”,对能力的提升至关重要,但与此同时另一件事也令我印象深刻——执飞过程中,当感受到“前辈们正关注着我的闪光点”时,我往往能发挥出不可思议的力量。回首往事,我觉得这两种视角共同支持了我的成长。

那些日子里,我一直以来的动力源泉,就是与乘客们一期一会的相遇。无论是新人时期还是积累经验之后,机舱内的交流、笑容,乃至时时的训诫,曾无数次地让我备受鼓舞。因此,我由衷地希望新员工们能在不断积累经验的过程中,找到属于自己的动力与支柱。

日航集团将与新伙伴们一起,继续为您奉上安心与舒适的旅程。

衷心期待您的再次搭乘。



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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Inflight
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