

Weaving Fabric, Weaving Feelings

Thank you for flying with Japan Airlines.

Now that summer is here, I see more and more people out and about sporting a wide range of yukatas—light cotton kimonos worn in hot and humid weather. Seeing them looking cool and comfortable, I too feel relaxed. My own hometown of Kurume, in Fukuoka Prefecture, is home to a traditional cotton fabric known as *Kurume Kasuri*. Designated an Important Intangible Cultural Property, this fabric owes its charm to the distinctive blurred patterns, produced by skilled artisans who tightly bind specific sections of the threads with string to block the dye before weaving them together with great care. With two hundred years of history—dating back to the Edo period—the fabric has acquired the kind of deep character only something shaped by the passage of time can express.

Much as these timeless textures have been preserved by artisans across generations, the safety we at the JAL Group value above all else is sustained by our own people being “woven” together.

For example, in the cockpit, the captain may ask the first officer, “What sort of passengers did you see at the boarding gate today?” At first, the question may not seem to be directly connected to the safety of the flight, but it can help create a shared realization, such as “Today we have many passengers who don’t seem accustomed to flying.” In that case, the flight deck can take special care with that day’s announcements to provide real peace of mind. This layering of small efforts creates a more comfortable journey through the skies. Some ground-handling teams, which are responsible for things like directing aircraft and loading cargo, have senior colleagues of whom team members say, “When they’re in charge, everything goes smoothly and we can work with peace of mind.” A worksite where one can work with good rhythm is a vital element that not only improves efficiency, but also ensures safety.

Watch those senior colleagues closely, their team members say, and you will realize just how carefully they pay attention to their surroundings and how they think several steps ahead as they work.

When it comes to improving and passing on skills, increasing efficiency, and creating a better working environment, technology (and most notably, AI) is an important ally in today’s aviation industry. That said, a keen awareness and positive attitude toward one’s work—the kind found “between the lines” of the manual—can only be passed down by people engaging with one another face to face. No matter the era, it is precisely these human feelings that form the foundation of safety.

Handing down what cannot be seen to the next generation is never easy, but that is precisely why we will keep reflecting on the value of these intangible things, earnestly and unflinchingly searching for ways to weave them into all our efforts to come.

We look forward to serving you on your next flight.

传承

感谢您今天再次选择搭乘日航集团的航班。

迎来盛夏时节，经常可以在街头看到人们身着色彩缤纷的浴衣。那一身清爽雅致的装扮，让人的内心也舒缓下来。我的家乡福冈县久留米市，有一种名为“久留米絰”的传统棉织物。这种被认定为国家级非物质文化遗产的织物，以其独特的“絰纹”闻名。由熟练的工匠将纱线分别染色，再精心地织造，才得以呈现出这种独有的纹样。从江户时代历经两百余年传承至今的质感中，沉淀着唯有岁月才能赋予的深厚韵味。

正如一代代的工匠将这份不变的手艺守护传承至今一样，日航集团最为珍视的安全，同样建立在“人与人的传承”之上。

例如，在驾驶舱里，机长有时会问副驾驶：“今天登机口的旅客看起来状态怎么样呢？”乍看之下，这似乎与飞行安全并无直接关系。然而，这样简单的交流，可以分享“今天有很多不太熟悉乘机流程的旅客”之类的观察。因此，今天的机上广播就会比平时



更加细致周到，为旅客带来安心感。正是这样一点一滴的积累，共同造就了更高品质的空中旅行体验。在负责飞机引导、货物装载等工作的地面保障现场，也有这样的前辈——“只要由他带领，一切都会井然有序，可以安心地开展工作”。现场的顺畅协作，不仅关系到效率，更是保障安全的重要因素。仔细观察这样的前辈，就会发现其总在关注周围的情况，总能提前预判并做好相应的准备。

在技能的提升与传承、提高工作效率以及改善工作环境等方面，以人工智能为代表的科技力量，已经成为航空业不可或缺的重要助手。然而，那些蕴藏于操作规范字里行间的职业精神与工作态度，却只有在人与人的交互中才能传承下去。无论时代如何变化，安全的根基，始终建立在像这样的人类精神之上。

将这些无形之物传承给下一代，决不是一件容易的事。正因如此，我们也将继续脚踏实地，在重新审视其价值的同时，持续努力探索符合时代需求的传承方式。

衷心期待您的下一次搭乘。



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）。