

NOROO



Spring. 2018

Color & Nomad

NOROO Quarterly Magazine | No.46, 2018

NOROO



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NOMAD, taking the lead

The 21st century is a new era for nomads. Modern people run across the cyber world, riding on cutting-edge devices such as smart phones and laptops like a fast horse, and the direction they're heading continuously flows with the new changes. A need for free and creative ideas, agile conversions, and fast adaptation is becoming increasingly urgent. Those who refused to be chased down but first run into uncharted territory will enjoy the freedom and delight of NOMAD.

游牧民，勇于争先

21世纪是新游牧民族的时代。现代人将智能手机和笔记本电脑等高科技产品作为骏马，在网上纵横驰骋，每时每刻都在追随新的变化。不仅需要自由创造性的思维，而且对于迅速转换与适应能力的要求也更为迫切。较之于追逐者，只有敢于首先探索未知领域的人才能首先享受游牧带来的自由与喜悦。



Moving From Crisis to Opportunity: Do It Now

迅速将危机转化成机遇

By_Bae Gyeong-chan

RECURRING CRISIS

To understand the current economic situation, we must go back to the financial crisis in the United States triggered by the Lehman Brothers bankruptcy back in 2008. At the time, the US government poured an astronomical amount of funds into the financial markets, adopting the quantitative easing policy. As a result, the US economy mostly rebounded to the state before the global financial crisis, and based on a boosted sense of confidence the US Federal Reserve began implementing exit strategies to absorb market liquidity. The first step was an interest rate hike. However, this change is what causes anxieties among other countries, especially Korea, who are still picking up the pieces from the fallout of the financial crisis.

The US, where employment, consumer prices, and housing-related economic indicators continue to remain robust, the US interest rate has been raised four times since 2015 to pull down the inflationary pressure, and the current interest rate remains at the equivalent level of Korea's interest rate. The federal rate increase, however, is expected again in 2018. The problem is that the US interest rate hike could cause a chain reaction for the domestic household debt, which could lead to a bigger debt crisis, ultimately resulting in household bankruptcies. In fact, the financial crisis is essentially a debt crisis. In the past when the US interest rates were raised abruptly, the dollar around the world plummeted as if into a black hole, resulting in an economic crisis.

CONTINUED UNCERTAINTIES

The problem does not stop here. The Korean economy is experiencing a series of uncertainties, as if walking into a dense fog. It is a harsh environment, with possible threats here and there. The recent "strongman" leadership demonstrated by certain countries seems to go hand-in-hand with the protectionism. A prime example is the US government imposing an exorbitant tariff on Korean steel products exported to the US to improve unfair trade practices. Such a decision makes us wonder about the meaning of the "US-ROK alliance". In addition, until recently, Korea suffered from damaged economic ties after installing the THAAD system, causing a disturbance in relations with China. Despite government efforts, the relationship with China has not yet fully recovered. Domestic conditions are not much better. With last year's crisis in the Korean shipbuilding industry, the problem this year is General Motors' plan to withdraw from Korea, with a looming fallout. If this concern turns to reality, it will be followed by massive layoffs in the industry. Another risk is the nuclear weapon possession of North Korea. This problem makes it even more difficult to predict Korea's internal and external economic situation.

反复出现的危机

为了更好地理解如今的经济状况，还需要追溯到2008年因雷曼兄弟事件诱发的美国金融危机。当时美国政府以量化宽松政策作为解决方案，将巨额资金推向金融市场。由此美国经济在全球金融危机前大幅复苏，同时，信心倍增的美国联邦储备委员会开始实施退出策略以吸收市场流动性。其第一步就是利率上调。然而，对于世界上许多还没有从金融危机的冲击中恢复过来的国家，尤其是韩国而言，这种变化是一个不稳定因素。

伴随就业、物价和与住房有关的经济指标持续上涨，美国政府为了预先应对通胀压力，自2015年以来先后4次上调利率。目前美国利率维持在与韩国基准利率相同的水平。但2018年预计还会再次上调。问题在于美国的加息政策会引起韩国国内家庭债务的化学反应，从而引发更大的债务危机甚至家庭破产。事实上，金融危机本质上就是一场债务危机。过去当美国利率大幅上涨时，全球美元就会像黑洞一样暴跌，吞噬一切引发经济危机。

持续的不确定性

问题并不止于此。我们的经济就如同雾中漫步正在经历一系列不确定因素，处处危机四伏。

近来奉行的 "Strong Man" 领导与贸易保护主义同出一辙。美国以改善不公平贸易交易状况为由，针对出口至美国的韩国钢铁产品征收高额关税就是典型的例证。韩美同盟如同一纸空谈。加之最近由于部署萨德等军事外交问题扰乱了与中国之间的经济关系。尽管政府做出相当的努力，但与中国的关系仍没有完全恢复。国内的情形也不容乐观。如果说去年海洋造船业的危机逐渐浮出水面，那么今年GM是否撤出以及其带来的负面影响不容小视。如果担忧成为现实，预计相关行业在职人员将大量失业。此外，另一个不能排除的代表性不确定因素就是朝核问题。朝核问题让内外交困的经济前景更加难以预测。

NOMAD SPIRIT FOR RAPID REACTION

In order to overcome the problem of these unpredictable economic situations in Korea, it is necessary to be armed with a nomad spirit to quickly catch even small opportunities. Nomad is a Latin word which means a member of a people who travel from place to place. It came from the Nomadism used by the French philosopher Gilles Deleuze. Since the nomads have always had to search for new food, they could not settle in one place. They kept pushing forward into unexplored places as pioneers. Their lives were a series of never-before-experienced crises, and their environment was always uncertain. Crisis and uncertainty were placed in the center of their life, and they reacted with agility even to small opportunities.

It is true that our economy is in a very difficult environment. It has always been difficult in the past, and will continue to be so in the future. Now that we are evolving into the Fourth Industrial Revolution, however, what is clear is that our actions must be faster. The Fourth Industrial Revolution is the next-generation industrial revolution in which advanced information and communication technologies such as big data, block chain, artificial intelligence, the internet of things, 3D printing, virtual currencies, and autonomous navigation technology are integrated into the economy and society as a whole, causing an upheaval. The Fourth Industrial Revolution will dramatically reorganize the existing industrial structures and create a new market. In effect, the country in the most advantageous position in the era of the Fourth Industrial Revolution is Korea. The Republic of Korea, which boasts the world's best information and communication technology, sees a chance to stand at the forefront of the market. In other words, the current difficult economic situation could be the growing pains experienced in the course of reforming the existing economic structures.

Along with the complex economic situations, big and small challenges are already in progress. We need to be more agile and flexible in responding to the changing trends, and, moreover, be more proactive in leading change in the future. Like the nomads who left for a better place, we should also venture outside of Korea into new overseas markets. As everything speeds up and uncertainty grows, the nomad spirit and attitude must be adopted to stay ahead of the crisis.

迅速应对的游牧精神

为了克服韩国经济形势举步维艰的问题，必须要用不放过任何机遇的游牧精神武装自己。Nomad为拉丁语，意为游牧民族。源于法国哲学家吉尔·德勒兹所使用的Nomadism一词。游牧民族因为不得不一直寻找新食物，他们无法在一个地方定居，必须不断开拓与挑战未知的领域。不断面临无法预知的危机和不确定的环境正是他们的生活。将危机和不确定性作为生活本质的他们会迅速捕捉，不放过任何一个微小的机会。

很明显，目前我们的经济状况举步维艰。无论过去还是未来都是如此。但当前我们正面临着第4次工业革命，因此必须要更快地采取行动。第4次工业革命是一场将大数据、区块链、人工智能、物联网、3D打印、虚拟货币和自主导航技术等先进的信息通信技术整合到经济和社会生活当中的新工业革命。第4次工业革命将迅速重组现有的产业结构，形成新市场。事实上，处于第4次工业革命最有利位置的国家正是韩国。拥有世界第一信息通信技术的大韩民国正面临可能发展成为市场领导者的机遇。从另一个角度来看，目前的经济困境可以说是重组原有经济结构不断发展过程中所带来的成长之痛。

伴随复杂的经济形势，周围大小挑战已经接踵而至。我们不仅需要更加灵活和圆滑地应对这种变化趋势，而且需要引领未来的变革。如同追逐水草更加肥美之地的游牧民族一样，我们也应该迈出国门，开拓海外市场。为了应对目前一切都变得更快，不确定性与日俱增的状况，我们必须重新学习游牧民族的精神和态度以应对危机。



NOMAD, The dream you dream together becomes reality

“Young men and women of Korea! Don’t blame your background or your country you’re from. The Mongolian soldiers, whom I mobilized to conquer the world, were only one hundredth, no, one two hundredth of the enemy’s army. I was so illiterate that I didn’t even know how to write my own name, but always listened to what others had to say. Such attentive ears are what taught me wisdom. The enemy is not on the outside, but within yourself. I overcame myself, and I became Genghis Khan”.

These writings are well known on the internet as a letter by Genghis Khan. But this was not written by Genghis Khan himself. It was written by Kim Jong-rae, a Special Appointment Professor at Chungnam National University, who pictured the image of Genghis Khan to write a letter that he might have written for the young people in Korea if he were alive. About two decades ago, before the turn of the millennium, he published his first book: <The Millennium Man, Genghis Khan>. Based on concrete data and analysis of the nomadic people, his predictions and requirements for the desperate spirit of the nomads in the upcoming digital age turned out to be correct. His view is still valid, and the concept of the ‘nomad’ is sought after even in the present era. Since then, Professor Kim continued to publish multiple books on the nomads to reiterate the history of Genghis Khan and the nomadic people from the context of the 21st century. We sat down for an interview to ask him about the spirit of nomad that still holds value in the constantly changing digital age.

游牧精神， 共同的梦想变为现实

“韩国的年轻人啊！不要再埋怨家境不好，责怪自己出生在一个小国家啦。我用来征服世界的蒙古士兵还不到敌人数量的百分之一甚至二分之一。我不学无术，连名字都不会写，但我总是能听取别人的意见。我的耳朵让我更加聪明。敌人不是来自于外部而是源于自身。我不断战胜自己使我成为了成吉思汗。”

这是网上广为流传的成吉思汗的信中的文字。但这篇文章并不是由成吉思汗本人所写。这仅仅是凭想象杜撰，假托成吉思汗的口吻写给当代韩国年轻人的文章，作者是忠南大学特聘教授金宗来。他在20年前千禧年的时候出版了他的第一本书《千禧人成吉思汗》。基于对游牧民族的具体资料和分析，他对未来数字时代有关游牧民族精神的需求更加迫切的预测是准确的，反响强烈，并且延续至今，追逐“NOMAD”仍然是这个时代的精神风貌。金宗来教授随后出版多部游牧民族著作，从21世纪的角度重新诠释了成吉思汗和游牧民族的历史。为了进一步深入了解在不断变化的数字时代中任然彰显其价值的NOMAD精神，我们有幸采访到了他。

Q. PROFESSOR KIM, YOU HAVE BEEN POINTING OUT THE STRENGTH OF THE NOMADIC PEOPLE FROM A LONG WHILE AGO. WHAT ARE THE SPECIFIC STRENGTHS OF THE NOMADS?

A. To talk about the nomads, we have to start with food. People eat vegetables or meat; which is easier to eat? Plants and vegetables are easier to eat, because they don’t move. It is a life where people can settle down because they want to cultivate foods near them without having to go out, which is a form of agricultural settlement. People with this way of life need must observe the weather in the sky and the crops on the ground, resulting in the hierarchical society where surplus agricultural products generate differences in class. It draws boundaries, which forms factions to create an exclusive society. On the other hand, in order to eat meat, you need to feed the animals, so have to keep moving around, looking for grasslands.

They have to constantly look for grasslands, being aware of their enemies as well as their allies. That means they keep looking to the sides horizontally, rather than at the sky vertically, so there is no way for them to become exclusive against others. Openness and exclusivity are a question of survival to them, not of virtue. They have to move quickly, with all their might, with no one goofing around, because they must head to a new and uncertain place. They have already paced themselves before someone orders them to ‘move quickly’. For them, speed was creed, and the object of reverence. It doesn’t mean that they bite their teeth simply to boost their speed – they created a system to speed things up in a scientific way. They considered information sharing important for this. This is demonstrated by their organizational structure and information delivery system (literally a ‘station system’). Their organization can be reconfigured freely as needed, like Lego bricks. At the end of the game, they didn’t distinguish allies from enemies, and secured all competent people by embracing the diversity of individuals to create harmony for all. That’s how they built an organization that is compatible and standardized like Lego bricks. Meanwhile, the information delivery system is what disseminated the information to everyone, exactly like the Group Chat in KakaoTalk. The horse on the ground ran like the bytes online. In this regard, smartphone these days can be likened to a top-class stallion.

Q.金宗来教授此前曾谈到过游牧民族的优点。游牧民族的优点具体有哪些？

A.说起游牧民族必须首先从食物开始谈起。人类生存要么吃植物，要么吃动物，那么吃什么更容易些呢？吃不会移动的植物更容易。由此引申开来，不费力捕捉采集，而是周边饲养种植，这种生活方式就形成了农耕定居民族。这种农耕定居民族靠天靠地，靠农作物吃饭，逐渐形成自上而下的垂直社会，根据剩余农作物的多少划分等级。划定界限和派别逐渐形成一个排他性社会。

与之相反，为了捕食动物，必须不断移动寻找草地。因为必须时刻寻找草地在哪里，敌人在哪里，同伴在哪里，较之于坐井观天，更多时候需要水平审视周围，因此不会形成排他性。开放和排他对于他们来说不是道德问题，而是生存问题。由于他们总是要面对未知不确定的领域，因此必须尽全力快速采取行动。他们在发出“快速”命令的时候自己首先要加快速度。对于他们来说，速度就是宗教信仰，就是崇拜的对象。并且，他们并没有一味地鲁莽胡来，而是建立起一整套体，系科学地提高速度。为此他们十分重视信息共享。

这些从他们的组织结构和驿站制中就能略窥一二。他们的组织就像积木一样可按照需要自由重组。一决胜负之后为确保留下有用的人才，不分敌我，包容个性与多样性，与整体协调一致。这就是他们能够形成像积木一样具备兼容性与标准性组织体系的原因。驿站制就如同今天的群聊一样能够迅速与每个人分享信息。地上奔跑的马儿就如同网上所说的比特。如今的智能手机也可以看作是游牧民族最好的马。

Q. IT IS INTERESTING TO SEE THAT THE NOMADS HAND OVER THE FATHER'S GER (PORTABLE HOUSE) AND PROPERTIES TO THE YOUNGEST CHILD. HOW SHOULD WE INTERPRET THIS?

A. It is the youngest and the weakest that we're talking about. He should be given an even ground to compete against his older brothers. Again, this was about keeping the organization from being ruined, rather about morality. In the present age, it can be interpreted as consideration for the socially marginalized. Only a community based on this awareness can continue to move forward. While the life for the best should be tolerated, there should be assurance for the life at the bottom level to be considered a civilized society.

Q. NOMAD IS STILL VALID AND EVEN TRENDY NOWADAYS. WHAT WAS THE OCCASION FOR MAKING NOMADS AS YOUR TOPIC?

A. At the time, Korea was in the midst of the financial crisis, the first such crisis that our country experienced. We experienced crises of climate, war, and poverty, but it was the first time we suffered a financial crisis in the global system. Korean people had to make themselves familiar with strange financial terms like workout, IMF, and more. This was a paradoxical demonstration of the fact that we are a global participant. Most Koreans could not be free from the damage caused, but the ones who were hit the hardest were the young ones. When I thought about how to encourage them, I had the chance to derive a story about the nomads that have always been in my heart. It was the story about the man from the poorest origin conquering the whole world. When I was in seventh grade, I was shocked by the book about the life of Genghis Khan that I had stumbled upon at a used bookstore. I realized that the world is so wide, and couldn't believe how in the world someone like him had existed. Everything began with the thought of 'how could this happen?' My inquiry into the nomads started based on my imagination, because it was the days when material was scarce. After graduating from university, I entered a newspaper company as a reporter at the social affairs department. That is how my imagination was built with a solid base. It became easy to access information as a reporter, and the diplomatic relations formed with Mongolia helped me to further supplement the necessary data. And that was when the internet was introduced. The nomadic spirit coming from riding a horse came back in the online form. I was able to interpret Genghis Khan and nomads through a character that bid farewell to the analog world to head into the digital age. In my book, some see the digital age and nomadic people, while others see courage or get a chance to easily understand the digital age.

Q. IT HAS BEEN QUITE A WHILE SINCE THE NOMADS APPEARED IN THE PRESENT WORLD. HOW DO YOU SEE THE CHANGES IN SOCIETY SO FAR?

A. The world cannot evolve until the existing one breaks down. It has been a long time since we transitioned from the analog age to the digital civilization, but I see people's consciousness and behavior still remaining at the analogue level. The same goes for the society as a whole. The Internet is a good tool for sharing beneficial information, but is often used as a weapon. The comment threads are a good example of that. I see such trends more strongly among the older people than the younger counterpart. We have to change our mindset towards digital technology. In terms of technology and hardware, Korea is very well developed, but the problem is software. Although companies and organizations make good use of digital technology as a tool, the reality is that they don't catch up in terms of management mindset, organizational culture, and business style. Another problem is that only the superiors have exclusive access to the important information. Nomads enjoyed information quickly, and together. It can be said that it was the same system as today's block chain. A block chain is used to share information collectively. In other words, everyone knows that everyone has a piece of information. This does not require centralization. Since all pieces of information are distributed to and shared by everyone, it becomes faster while making hacking more difficult.

Q.游牧民会将父亲的蒙古包（移动式帐篷）和财产交给最小的儿子这一点印象十分深刻。这怎么解释？

A.因为最为弱小，为了跟哥哥们公平竞争理应如此。同样这也是为了防止组织灭亡而采取的措施，不属于道德约束。现如今可以理解为是对社会弱势群体的关怀和爱护。只有这样才能作为一个共同体不断进步。既要追求极致生活，也要兼顾最低生活保障，这才可以称得上是文明社会。

Q.时至今日Nomad精神仍然放之四海皆准，甚至可以说是很新潮的词语。是基于怎样的契机让游牧民族成为时兴的话题？

A.当时韩国正处于首次IMF金融危机之中。此前经历过天灾、战争、穷困等危机，但经历全球性的金融危机还是第一次。第一次听到像Workout、IMF等之类的奇怪金融术语。这也从反面说明我们已经成为全球体系中的成员。虽然大多数韩国人都不能幸免，但受到最直接影响的当属年轻人。当想到该如何鼓励他们树立勇气时，就自然而然地想起了胸中勾勒出的有关游牧民族的事迹。就是最为弱小贫穷的人征服世界的故事。

我在初中一年级的时候读过一本成吉思汗传记，感受颇深。当时就想这个世界如此广阔，竟然有一个如此伟大的人。同时觉得“这怎么可能？”。在信息严重不足的时代，仅凭想象开始的对于游牧民族事迹的探索，经过大学以及后来成为新闻记者期间的众多资料调查，逐步有了理论依据。成为记者之后，调查信息变得更加容易，与蒙古建交之后也补充了很多不足的资料。后来网络开始普及，在马背上奔驰的游牧民族精神应当借互联网东风重新开始普及传播。可以脱离模拟时代束缚，将成吉思汗和游牧民族塑造成进入数字时代的角色。通过我的书，一部分人看到了数字时代和游牧民族，一部人看到了勇气，还有一些人能够更好地理解数字概念。

Q.自从游牧民族这个概念被重新提起以来，时光荏苒。您如何看待在此期间社会的变化。

A.世界为了发展，落后陈旧的东西必然会破灭。我们从模拟时代进入数字文明已有很长一段时间，但人们的意识和行为似乎仍停留在模拟时代。社会方面亦是如此。互联网是分享信息的好工具，但也常被用作凶器。看一下网络留言评论，这种想法就愈发坚定，相比年轻人，老年人这种倾向更加明显。

我们对于数字时代的想法也必须要改变。在技术和硬件方面，韩国发展顺利，但问题在于软件。虽然公司和组织已步入数字化时代并将其作为工具，但管理思想、组织文化和工作风格还没有跟上时代的发展。信息仅被上级阶层掌控也是个问题。游牧民族曾经能够十分迅速地共享信息。可以说与今天的区块链等体系相似，就是说要普及区块链信息。所有人都拥有信息，就意味着所有人都已知晓。这样就没有必要向中央集中。因为所有信息都被分散、共享，速度会变得更快，黑客入侵也会变得更加困难。

Q. LET ME QUOTE FROM YOUR EXPRESSIONS: “PEOPLE FROM THE AGRICULTURAL SETTLEMENT BUILD A CASTLE, YET THE NOMADIC PEOPLE BUILD A ROADWAY.” YOU ALSO NOTED THAT THESE NOMADS WILL BECOME SUCCESSFUL IF THEY HAVE A DREAM. HOW DIFFERENT WOULD THEIR DREAM BE?

A. “The one who builds a castle to live in it will surely perish, and only the one who moves about constantly will survive.” This is engraved on the epitaph of a gravestone erected near Ulaanbaatar, the capital city of Mongolia. This gravestone belongs to General Tonyuquq, who created a renaissance for the Gokturk Empire. It is full of tearful stories about the nomadic people who suffered at that time, and included the teachings left by the general as well. The nomads constantly travel around, so they had to see new things and picture their future. Because the environment was so dire, they could not help but have all kinds of visions to live better lives. One person's dream is nothing but a dream, but a dream you dream together with others becomes reality. If you believe that your organization inspires you to dream, every member will join you. Compare it to a stock option of a company. If you don't believe, you don't have a vision and you'll step out.

Q. ARE WE ADAPTING WELL TO THIS AGE AS NEW NOMADS? IF NOT, WHAT MORE DO WE NEED?

A. We must have a common dream, and transition into the mindset that fits the digital society. To that end, those with vested rights must make more efforts. Those with vested interests are those who enjoy the benefits from what they currently have. We cannot speed things up and cooperate with each other until we throw away what we have. Organizations need changes from the top. One should abandon what they had in the analog era and bring about a shift of morality that befits the digital era. When we share our dreams, that will be when our nomadic temperament can be awakened.



Q.有农耕民族建城，游牧民族修路的说法。那么这些游牧民族如何成功实现他们的梦想？

A.“建城的人必将灭亡，只有不断奔走的人才能生存。”这是蒙古首都乌兰巴托附近的一座纪念碑上的文字。这座纪念碑是为了纪念突厥帝国复兴名将通尤库克而立，碑文上一并记录了当时游牧民族所遭受的苦难历史与将军的遗训。游牧民因为不停奔走，所以总是有新见闻，总是着眼未来。因为环境恶劣，必须怀揣各种目标和理想才能生活得更好。一个人的梦想只是一个想法，但当每个人共同努力时，它就能成为现实。如果我认为这个组织能够使我成就梦想，团队成员就会形成凝聚力。对于企业来说就是优先认股权。否则，如果没有目标呢？就会离开组织。

Q.如今我们作为新游牧民族是否适应这个时代？如果没有那还需要做到哪些方面。

A.必须怀揣共同的梦想，转变为适应数字社会的思维模式。为了做到这一点，既得权阶层尚需努力。既得权是指那些享受他们目前拥有的权益的人群。必须首先抛弃已拥有的东西，我们才能同心同德，加速协作。组织中需要从上层开始改变。我们应该放弃在模拟时代所拥有的东西，完成思想道德上与数字时代相适应的转变。当我们能够共同分享理想的时候，我们身上与生俱来的游牧民族潜质就会重新被唤醒。

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Go For the Vision: In Fast and Diverse Ways

Genghis Khan and his nomads, who desperately pursued their dreams in a harsh environment, had their own strategies. After a victory, they embraced the enemies who had talent, acknowledged the diversity of religion and culture of the various ethnic groups, and absorbed their technology. In addition to swiftly collecting information and responding to it accordingly, they evenly distributed the outcome of the victory to boost morale. This kind of vision sharing and strategy application can be found in today's entrepreneurial success stories as well.

面向目标，更加迅速、多元化

对于在恶劣环境中拼命追求梦想的成吉思汗和游牧民来说，他们都有着自己的生存智慧。战争胜利后，从敌军中挑选人才，建立同盟，承认各民族宗教和文化，并吸收利用他们的技术。除了迅速收集信息并树立对策之外，胜利成果也会被公平分配，大大提高了士气。这种分享共同目标的战略应用管理在今天的企业成功案例中也能找到。

DIVERSE MEMBERS MAKE DIVERSITY STRATEGIES

BE FORWARD is a Japan-based used car company. It is the operator of an e-commerce website for used car exports to sell pre-owned vehicles, mostly to overseas users. The unique part is that the access to its website from Africa is as high as 10th place after Google, Facebook, and Instagram, and its recognition level in the region surpasses that of Toyota. Be Forward is known to have increased sales by 41 times in five years and expanding the number of trading countries to 127. Its strength lies in the diversity of its staff. Be Forward hires people under the notion that “the local people are the ones who pioneer in their market”. For example, they hired a local Mongolian when venturing into the Mongolian market, and he benchmarked the mileage point system common in Japan to introduce the service in the market, placing the company higher in the rankings of the local used car market in only two years. Now that the company enjoys “rumors” that it offers a positive environment for foreign workers to demonstrate their skill, it draws more competent talents, even further heightening Be Forward's competitiveness in the market. Foreign staff account for about 30% of employees at the headquarters office, with nationalities covering 30 countries. At about 4 PM, you can hear various languages such as French, English, and even Swahili due to business hours beginning in Africa, which represents more than 30% of the company's trade deals. Be Forward is considered an example of business growth fueled by ‘a diversity of talents’, where multinational talents formulate strategies and respond based on Japan's own business manners and systems.

多元化成员创造多元化战略

下面来介绍一下日本一家名为“BE FORWARD”的公司。这是一家利用电子商务网站经营二手车出口的公司，主要致力于将二手车出售给海外用户，非洲地区的BE FORWARD首页访问量继Google、Facebook、Instagram等之后位居前十，知名度已超越丰田公司。他们在五年内将销售额提高了41倍，并将交易国家数量增加到127个国家。这种力量的源泉就是人才的多样性。BE FORWARD公司基于“由当地人员开拓当地国家市场”的理念挑选人才。举例来说，开拓蒙古市场时，挑选蒙古职员，据说他在日本点卡系统基础之上推出的服务两年内就在蒙古二手车市场获得了很高的排名。自从BE FORWARD更有利于外国职员发挥自身能力的消息传开后，各国人才蜂拥而至大幅提升了BE FORWARD的竞争力。公司30%的职员为外国人，国籍多达30多个，在公司下午4点以后就能听到法语、英语、斯瓦希里语等各国语言。这是因为占交易国家30%以上非洲贸易伙伴才刚开始营业。在日本固有商业模式和体系之上引进多国人才战略的BE FORWARD为我们展示了“人才多样性”企业发展战略的生动案例。

STARTING WITH A DREAM THAT LOOKS 10 YEARS AHEAD – NETFLIX

Netflix is the world's largest paid streaming media platform, with over 120 million subscribers in 190 countries. It started distributing its own content production from 2012, and most notably earned three Primetime Emmy Awards with its web series, including “House of Cards”. Netflix also distributed “Okja”, a 2017 action-adventure film directed by Bong Joon-ho, and the film is currently available through the platform. Although Netflix did not start with a base in the online service market, its vision was to be so by the next decade.

When Reed Hastings founded Netflix, the home movie and video game rental services provider Blockbuster LLC was a dominant force in the market with the conventional method where users rent a video from a shop and pay a fee when it was returned late. Netflix took one step forward to introduce a new concept of monthly subscription plans, making it convenient to return and rent videos via postal delivery. Soon after, Netflix became the number one player in the industry, and Blockbuster had to file for bankruptcy, ending up as just another chapter of history. And in 2007, Netflix made its dream a reality by bringing online streaming services to life. In addition, it began to produce its own content, setting it apart from other streaming platforms. Founder Hastings noted: “The art of destructive business is to envision a decade into the future”. The vision to read the flow of the times and the swift execution with precise timing is what made Netflix what it is today.

面向10年后的梦想 – Netflix

Netflix是全球最大的付费视频流媒体平台，在190个国家拥有超过1.2亿用户。自2012年起开始致力于自主创作内容，并因纸牌屋系列而获得艾美奖三冠王。2017年上映由奉俊昊导演创作的《玉子》也是由Netflix出资制作，目前可通过Netflix相关渠道观看。Netflix最初并不是以提供网上在线服务为主。但首先树立了10年后提供网上在线服务的梦想。里德·哈斯廷斯创办Netflix时，在美国录像租借连锁企业“Blockbuster”以租借录像带，逾期未还征收拖欠费的传统方式支配市场。此时，Netflix推出了每月定额制的新概念，并通过邮寄手段使租借与归还变得更加方便。没过多久Netflix就坐上业界头把交椅，而Blockbuster则申请破产保护程序成为历史。此后Netflix于2007年，正式推出在线流媒体服务将梦想变成现实。此外，他们还开始自主制作内容，有别于其他流媒体平台实施差异化战略。创始人里德·哈斯廷斯说：“破坏性商业的艺术在于想象10年后的样子。”阅读时代潮流和精准适时敏捷的实践造就了今天的Netflix。





FASTER STRATEGY, EVEN FASTER TRANSITION

Some crises approach gradually, while others may arise unexpectedly. In any situation, you need to gather as much information as possible and be fully prepared, but when it comes to an unexpected crisis, what you need is a swift sense of judgment and change in direction. We have seen one too many cases where some have panicked and failed to respond properly in an early stage, leading to poor and even detrimental results. This should be a cautionary tale to any company. Take Nokia for an example. It was once the world's top mobile phone company, but failed to recognize the shifting paradigm of the mobile market. It refused to let go of the old model, and the result was bankruptcy.

On the other hand, Google Inc. identified the key to its competitiveness as “speed”, and adopted a strategy to be the first to respond, even if it has not been able to find the best solution, so that it can make improvements along the way—and it worked.

As soon as Google reached their conclusion that they needed to enter the internet browsing market, they released Chrome with the minimal features required, and provided upgrade patches every six weeks. Eventually it dominated the territory previously occupied by Internet Explorer. Tom Peters, an American business guru, emphasized the ‘era where execution is more important than planning’ by saying, “In the competitive global market where innovative products are pouring in, the survivors will be ones who “ready-fire-aim”, not those who “ready-aim-fire”. In this regard, many companies are seeking a “lean startup” management strategy that develops a prototype then corrects and supplements it according to the market response. This is accompanied by information sharing for finding and developing ideas while shortening the complex and sluggish decision-making cycles. Like the nomadic people who had to act faster than anyone else to occupy the grasslands, the most important thing in the current corporate environment is speed.

更快速的策略，更迅捷的转变

虽然危机有时会缓慢到来，但也会不期而至。在任何情况下，我们都需要收集尽可能多的信息，做最充分的准备，但应对无法预测的危机更需要迅速及时的判断和方向的转变。我们看到许多事故都是由于初期无法在紧急慌乱的情况下及时迅速地做出回应，而导致无法妥善解救。这些都可以作为企业内部反面教材。全球第一大手机企业诺基亚没有及早认识到移动市场模式的转变，此后还一直执着于现有产品最终导致破产就是典型的案例。与之相反，谷歌将竞争力的核心定义为“速度”，采取即使没有找到最佳解决方案，也首先做出回应，日后逐步完善的战略并取得了成功。作出必须进入互联网导航市场的判断之后，立即推出仅搭载必要功能的Chrome浏览器，每六周升级一次，最终赶超Internet Explorer。世界级管理顾问汤姆·彼得森曾说过现在是“执行比计划更重要的时代”。“在创新产品如雨后春笋般涌现的国际竞争市场中，企业必须摒弃‘准备-瞄准-发射’的老黄历，按照‘准备-发射-瞄准’的顺序进行经营管理才能生存。”许多公司正在尝试一种首先制造推出新产品，然后通过市场反应来进行完善的“精益创业”经营战略。通过这种方式可以在发掘创意研发的同时共享信息，减少繁琐缓慢的决策过程。就像游牧民族必须比任何人都要抢先一步快速占领草原一样，当前企业竞争环境下最重要的事情就是速度。

SHARE SUCCESS AND MOVE FORWARD TOGETHER - COSTCO

Genghis Khan's birth name was Temüjin. After becoming the supreme leader of the Mongols, he changed his name to Genghis Khan, which means “Great Monarch”. He nonetheless pursued impartiality among his leaders and members, letting them call him “Temüjin”. He even dressed and ate the same way as his men, and shared what was his with them. He was also strict and thorough in distributing the rewards for victory according to contribution levels. This kind of tradition can also be found in the Mongolian society; if you win the horse race, your horse trainer will receive a larger reward than the jockey. Even the winning horse is rewarded. A definite guarantee of reward was a driving force behind the nomadic dream.

We can find similar examples even today. As the online market grows, brick-and-mortar stores like large department stores, bookstores, and shopping malls continue to dwindle. In the midst of this, Costco is a large offline retailer that still continues to grow steadily. Costco is known in its industry for its generous wage and benefit system. As a simple example, Costco Korea increased its hourly wage from 9,250 KRW to 10,000 KRW following the recent minimum wage rise. It is in stark contrast to other companies in the same situation that tap into every means necessary to lower the increase in labor costs. Costco Wholesale Corporation Co-founder and former CEO James Sinegal said, “In a cost-sensitive organization like this, it is wrong for the CEO to receive an annual salary hundreds of times what our working-level staff in the field are making”, and agreed to sign for the low salary. This culture at Costco is probably what holds down its turnover rate by the industry standard, with productivity per employee at the highest in the industry.

分享成功，共同发展 - 好市多 - Costco

成吉思汗本名“铁木真”。在成为蒙古人的最高领袖后，起名为成吉思汗，意思是“伟大的君主”。然而，他追求领导者和成员之间的公平，仍旧自称“铁木真”，穿着和下属一样的衣服，与部下共同分享自己的东西。战胜后根据所做贡献论功行赏。蒙古社会之间仍然保留这样的传统，如果赢得了赛马比赛，对驯马师的奖励会高于骑手，对于优胜赛马也会给予奖励。明确的奖励保障已成为激发游牧民族梦想的动力。

时至今日我们还能找到类似的事例。它就是最近伴随网上商城市场规模的逐步增长，大型百货公司、书店和购物中心等线下商场持续凋零的状况下，仍然能够维持稳定增长的大型线下流通企业好市多（Costco）。好市多（Costco）以其在同行业间职员的高工资和福利水平而闻名。简单举例来说，当近期韩国最低工资标准提升时，好市多（Costco）立即将每小时工资从9250韩元增加至10000韩元。在相同的情况下与其他企业想尽各种办法减少劳动力成本上涨的做法形成鲜明对比。好市多（Costco）创始人詹姆士·辛尼格（James Sinegal）表示：“在像我们这样对成本敏感的组织中，首席执行官赚取比现场工作人员高数百倍的工资是错误的”，并相应降低了有关人员的年薪。不知道是否基于这种企业文化，好市多（Costco）以其在同行业中的低离职率而闻名，每名员工的生产力位居同行业中最高水平。



NOROO the indomitable

The beginning of a great journey into yet another hundred years

‘Understanding and Appreciating the NOROO Group Values / History Course

On March 7th, a day full of spring energy at the end of the cold winter, some unfamiliar faces appeared at the training facility in the Anyang Plant Research Center of NOROO Paint & Coatings. It was the 14th day of training courses, this round entitled “Understanding and Sympathizing with NOROO Group Values / History” and provided starting last December, and was aimed at the NOROO people in their fifth year or less at the company. At the adjacent offices of NOROO Paint & Coatings, the NOROO people from various affiliates in Seoul, Pohang, Pohang, Busan and Ulsan greeted each other cordially to break the ice. They were all gathered together to take a step forward into the great new journey of NOROO Group.

不屈不挠的NOROO， 向着又一个百年开始开启伟大征程

“NOROO集团价值/历史理解与共鸣” 培训

在乍暖还寒、春之气息不断涌动的3月7日，许多素未蒙面的生面孔齐聚NOROO涂料股份有限公司安养工厂的研究所培训场内。从12月份到现在，以入职不满5年的NOROO人为对象，积极开展NOROO集团价值/历史理解与共鸣培训，该培训如今已是第14期。在热情的问候中，来自NOROO涂料股份有限公司以及首尔、浦项、釜山、蔚山等多家分公司的NOROO人初次见面的陌生感转瞬间消散不见，大家齐齐迈出了向NOROO全新伟大征程进发的脚步。



NOROO WAY & RE-START

The inception of NOROO in 1945 was not made to follow the path laid out by someone else, but to create a road that had not yet existed in the world. Behind this trailblazing energy, there was a spirit of entrepreneurial patriotism, summed up as “For my country”. In order to succeed with this spirit of entrepreneurship and venture into a new path in the world, “NOROO Way” was proclaimed at the 2012 annual kickoff ceremony. In September 2016, the NOROO Way Restart project was launched to enhance the execution feasibility of the NOROO Way. The project aims to faithfully carry out the value-based management of NOROO Group by elevating the level of appreciation and by assisting active execution in order to keep abreast of the rapidly changing society and work environment. In addition, the NOROO Way Working Council, centered on the in-house lecturers / CAs (Change Agents) who would lead this project, was organized by the executive management through the review and selection process. With the aim of “NOROO people who are not afraid of failure and relentlessly take on new challenges, who values themselves and are responsible for their duties with a sense of purpose”, the NOROO Way Working Council developed the internal training program by reinterpreting the values of NOROO including the entrepreneurship, conducting a survey among the employees, and conducting interviews with the executives and client companies. From December 2017 through April this year, the training course and discussion activities are to be conducted with about 500 employees in their fifth year or less, and from May and onward are also set to include those who’ve been working longer than that.

NOROO Way & Re-Start

1945年NOROO的创立者白手起家，其背后，有着“为了我的祖国”的事业报国精神。为继承这种创业精神、开辟一条通往世界的新路，集团在2012年的始务式上宣布了“NOROO Way”。2016年9月，集团推进了欲提高NOROO Way执行力的NOROO Way Restart项目。此举旨在紧跟社会与工作环境快速变化的时代步伐，提高NOROO Way的理解度，积极实践，更忠实地实现NOROO集团的价值经营。此外，以引领该项目的公司内部讲师/CA（Change Agent）为中心的NOROO Way实务协议会由最高管理层审查与选拔构成。NOROO Way实务协议会以“不畏失败、坚持挑战的NOROO人；珍视自己、拥有目的意识、能对自身工作负责的NOROO人”为目标，重新诠释了创业精神等NOROO的价值，并开展员工问卷调查、管理人员与客户公司采访等，开发了自有培训项目。2017年12月到今年4月，以入职不满5年的500多名员工为对象，开展培训与讨论活动，计划于5月份后以入职超过5年的员工为对象组织活动。



LOCAL GOES GLOBAL: NOROO MAKES A LEAP AGAIN

“NOROO Group was built on the founding spirit of ‘For my country’ by our founding chairman, and has been contributing to promoting the common good by the creation of many jobs over the past 70 years. As the world is rapidly changing with things like globalization and the Fourth Industrial Revolution, however, we need to look back on why we work and what kind of attitude we need in order to continue our business legacy and an upright entrepreneurial spirit in the next 100, 200, and 300 years. To such an end, we must renew our understanding of the NOROO Way and practice the principles before others instruct us to do so. It is time for NOROO Group to make another leap by starting new challenges and contributing to all of humankind through new businesses and globalization, which is the reinterpretation and proactive execution of our entrepreneurial spirit.”

At the 14th training session held on March 7th, Chairman Han Young-jae clearly indicated the direction of the NOROO Way Restart project to trainees in his video message. Moreover, he presented the Nomad Strategy as a practical example, revealing that there will be full support for NOROO Way activities and demonstrating his belief in the growth and potential of the employees.

General Manager Kim Ki-do, an in-house lecturer and CA (Head of Digital Strategy Team) who gave a lecture on that day, showed 73 years of history of the values of NOROO Paint & Coatings that continuously pushed forward for the better without fearing failure. The charm, pride, and aspirations of NOROO seen, heard, and felt by the NOROO Way Working Council through questionnaires and interviews with employees and clients were clearly delivered to the trainees. A variety of outside case studies highlighted the importance of value management, and the prepared questionnaire examined the current status of the trainees and encouraged them to be

从国家到世界，再次腾飞的NOROO

“以NOROO集团的创业精神 ‘为了我的祖国’ 为基础，公司创立70多年以来，创造了大量的工作岗位，为增进公益作出了巨大贡献。但是，随着国际化和第四次工业革命的到来，世界正在发生着剧变，如果想要延续100年、200年、300年并坚持传承创业精神，我们需要回顾我们为什么工作、我们应该以何种姿态工作。为此，我们必须重新理解NOROO Way并自发实践。如今，NOROO集团必须通过新事业与全球化开始将以为全人类作贡献为挑战使命，借此再次腾飞。这既是对创业精神的重新诠释，也是积极主动的实践。”

在3月7日的第14期培训上，韩荣宰会长通过视频明确地向员工提出了NOROO Way Restart项目的方向。与此同时，以游牧民（Nomad）战略为实践案例，表明将积极支持NOROO Way实践活动，表现出了对管理人员及员工的成长与潜力的信任。

并且，作为当天培训讲师接过麦克风的公司内部讲师/CA金基道部长（NOROO涂料股份有限公司数字战略组组长）通过NOROO集团73年的历史，展示了不畏失败、坚持挑战的NOROO价值。他开展各种问卷调查与管理人员及员工、客户公司的采访，将实务协议会亲眼所见、所听以及感受到的NOROO魅力与自豪、梦想全都活灵活现地传达给了员工们。课程内容中的各种外部案例让员工认识到了价值经营的重要性，提前准备好的问卷鼓励受训员工审视自己的当前位置、保

prepared for the future. Manager Lee Dae-hee of the Ethics Management Office, who helped with the training operation and support, expressed his gratitude by mentioning the many people who participated and worked hard in the development of the training program. In the future, the NOROO Way Working Council will remain committed to NOROO’s role to create an environment that will convey the value and pride of NOROO, and put it into practice.

RIGHT MINDSET FOR ANOTHER CENTURY

“It’s been less than a year since I joined the company, and it was great to meet and talk with so many of our affiliates and departments in one place. I became more aware of the overall story here, which helped me to more clearly establish the values that I had held.”

“I often find myself busy handling the work at hand. This training made me realize that I can be of help with both my work and the development of the company only when I keep the values as summed up in the NOROO Way, and stick to them.”

“Although I’m already aware of the content, reiteration of our group’s values and concept absolutely made our identity clearer to me. It was a good opportunity for me, too, to establish my role and personal goals.”

These are the comments submitted by Hwang Ji-yu of the New Retail Business Team of NOROO Paint & Coatings, Senior Staff Lee Jong-ho of the Production Technology Team of NOROO Automotive Coatings, and Senior Assistant Manager Lee Jeong-min of the Agricultural Product Overseas Business Team of THE KIBAN when asked how they felt about the course. A metal sticker to certify completion of the course was gleaming on each of their name tags. Each time they see this sticker, the NOROO Way in their heart must shine, too. When these such little lights gather together, NOROO’s new path will stretch for another hundred years.

持面向未来的准备姿态。负责培训运营与支援、协助培训展开的李大熙课长（NOROO控股股份有限公司伦理经营室）表示，很多人都参与了本培训项目的开发、非常辛苦，并对他们表示了衷心的感谢。实务协议会未来也将积极传达NOROO的价值与自豪感，努力营造能够付诸实践的良好环境。

心向新的百年

“虽然我入职还不满一年，但是我很高兴能有机会与许多分公司和部门齐聚一堂、彼此分享意见。在了解了整个情况以后，我能更具体地树立价值观了。” “我一直以来都忙于处理眼前的工作。经过此次培训，我再次萌生了只有牢记并坚持NOROO Way的价值观才能促进业务与公司发展的想法。” “虽然培训中讲的内容都是我以前所知道的，但在反复品味我们集团的价值观与概念后，我脑海中的企业识别好像变得更清晰了。借此机会，我也成功设定了我的职责与个人目标。” 培训后问起员工工们的感受时，NOROO涂料股份有限公司新流通事业组的普通职员黄知流和NOROO汽车涂料有限公司生产技术组的主任李钟昊、NOROO KIBAN农资产品海外事业组的责任代理李政玫给出了上述答案。他们的胸卡上，证明其受训的金属胶贴闪闪发光。想必每次看到这个胶贴时，NOROO Way都会在他们的心中再次发出明亮的光辉吧。那小小的光辉一点点汇聚时，NOROO的新路也将向着又一个百年开启灿烂的征程。



Feeling good every day Together with NOROO

2018 NOROO Paint & Coatings Invitational Seminar for VIP Dealers

This last February, the 2018 NOROO Paint & Coatings Invitational Seminar for VIP Dealers was held in Jeju, where the weather was sunny and fair after the unusually heavy snow. NOROO Paint & Coatings put up a large banner at the Haevichi Hotel with the greeting message, “Feeling good every day! Greetings to our dealers” to welcome dealers from all over the country. Those who diligently ran their race for the past year gathered for this two-day seminar held under the theme of “sympathy + companionship” to obtain new information and renew their energy for 2018.

与天天好、时时好的NOROO并肩同行

2018年NOROO涂料股份有限公司VIP特约店特邀研讨会

2月份，在特大暴雪停歇后，集团于阳光普照的济州举办了2018年NOROO涂料股份有限公司VIP特约店特邀研讨会。NOROO涂料股份有限公司在Haevichi 酒店挂出“每日精彩，时时优秀的社长”的大型问候横幅，迎接来自全国各地的特约店主。去年忙了一整年的这些人在以“共鸣+同行”为主题的2天1夜日程中汲取了2018年所需的新信息并成功充电。



PURPLE PASSION FOR THE FUTURE

The annual NOROO Paint & Coatings Invitational Seminar for VIP Dealers can be likened to our New Year holiday where families get together, because it is an occasion for dealers of NOROO Paint & Coatings to gather together and talk with each other about how things have been going for the past year, acknowledge each other's current endeavors, and wish for the best for the New Year. The venue was packed with new product exhibits, and was full of the warmth of the dealers, executives, and employees from NOROO Paint & Coatings, greeting each other with a smile, handshaking and exchanging well-wishing comments. As the seminar begins with a friendly atmosphere, Vice Chairman Kim Yong-kee came to the podium to give executives introductions and greet attendees, followed by a welcome speech from CEO Jin Myung-ho. Every attendee from NOROO Group wore a purple tie, the official color of the New Year 2018, to show their passion for the coming year.

面向未来的紫色热情

如果说春节是家人团聚的节日，那NOROO涂料股份有限公司VIP特约店特邀研讨会就是NOROO家族齐聚一堂的盛典。每当这个时候，遍布全国的NOROO涂料股份有限公司特约店主们便会齐聚一堂，热情问候、相互鼓励并彼此祝福。研讨会与新产品展示的活动场地内，随处可见特约店主们与NOROO涂料股份有限公司高管及员工们微笑、握手、互相祝福的场景，犹如过节般其乐融融。在欢乐祥和的气氛中，研讨会刚开始，金容基副会长就登上讲台，介绍了NOROO涂料股份有限公司的管理层并携管理人员向大家致以问候。紧接着接过麦克风致欢迎词的陈明浩代表等NOROO人全都打着紫色（今年的流行色）领带，以颜色昭示NOROO人对2018年的热情。



NEW PRODUCTS OF WONDER FOR 2018

“NOROO Paint & Coatings introduces their future-oriented new products each year to lead the global market in keeping with the management philosophy of <Bright Color, Smart World>.” NOROO Paint & Coatings Technology Center Senior Director Kim Jae-hak and Marketing Strategy Team Assistant Manager Cho Hyun-jung presented the new products together, and effectively delivered the information by providing supplementary explanations in a Q&A session.

A total of 13 new products were presented, the spotlight given to King Stain and Pantone Air Fresh for construction purpose, Yegreena Color Floor for flooring/waterproofing treatment, and HiQ Plastic Putty for automotive maintenance. King Stain, premium grade stain with quality to compete with foreign products, boasts excellent storability and low separation for less frequent mixing required. Likewise, Pantone Air Fresh will amaze you with its ability to absorb volatile contaminants from the air for indoor air purification. Meanwhile, Yegreena Color Floor creates a floor with aurora-like beauty using exclusive transparent epoxy and special metallic color pearl. Not only is it environmentally friendly, but it is also easy to install; furthermore, the standards of finishing materials for the parking lot are guaranteed to be suitable for diverse locations. HiQ Plastic Putty, developed in response to the revision of the insurance policy for bumper repairs, is highly adhesive and flexible, further decreasing the incidence of defects. After his calm presentation on the new products, Senior Director Kim chanted “Let’s bring success together. Let’s go together all the way with NOROO!”, bringing on a round of applause.

惊艳八方的2018年新产品

“NOROO涂料股份有限公司秉持Bright Color、Smart World的经营理念，每年都会推出能够引领全球市场、面向未来的新产品。”负责发布新产品的NOROO涂料股份有限公司技术研究所所长金载学常务和营销战略组的代理曹贤贞在介绍产品的同时以问答的形式对大家好奇的部分做出补充说明，有效传达了产品信息。

此次共发布了13种新产品，建筑漆产品King Stain与彩通AIR Fresh、地板/防水用产品YEGREENA COLOR FLOOR、汽车修补漆产品HiQ Plastic Putty都十分抢眼。足以与外国产品竞争的高级不锈钢King Stain的储藏性非常卓越，分层现象少，无需频繁搅拌。彩通AIR Fresh是吸附大气中的挥发性污染物质、净化室内空气的黑科技涂料。YEGREENA COLOR FLOOR可通过专用透明环氧涂料和特殊金属彩珍珠打造极光般美丽的地板。不仅绿色环保，施工也很简单，可确保停车场地面装修材料规格，同时可用于多种场所。HiQ Plastic Putty专为应对保险杠修理的保险条款修订而研发，粘合性和柔软性优秀，较少发生瑕疵。金载学常务有条不紊地介绍完新产品后，将歌曲《亲爱的，别担心》进行改词后兴奋地唱起来，“我们一起成功吧。和NOROO一起走到最后吧！”，金常务的歌声赢得了更热烈的掌声。

MORE CONVENIENT PRODUCTS, MORE CUSTOMERS

Naturally many were intrigued about the marketing plans to disseminate these products. Executive Director Baek Seung-chan at NOROO Paint & Coatings commented on the current consumer trend of pursuing the satisfaction of the heart to guide their purchases, following the pursuit of good value for money as well as the pursuit of happiness even in the age of single-member households. Director Baek also revealed the plan to create videos on DIY interior design in 2018, to be posted mainly on YouTube, which will help customers with painting from A to Z. In 2017, NOROO Paint & Coatings posted videos under the concept of <Cover ALL SOON & SOO Campaign>, achieving strong publicity results with a total of over 4.5 million views. He also promised that the NOROO INTERNATIONAL COLOR TREND SHOW (NCTS) will be adopted to firmly establish the image of NOROO Paint & Coatings, and, especially for the dealers, that the company will provide full support through more effective videos and catalogs, a sufficient amount of samples, highly effective promotional materials, and more convenient plastic containers.

The seminar, whose focal point was placed on mutual sympathy, was followed by the evening banquet and celebratory performances, with an awards ceremony to celebrate the dealers with long-term service contracts. The following day, various sports and hands-on activities were prepared to make everyone feel more like one big family under the name ‘NOROO’. Although it was a rather short program, this year’s NOROO Paint & Coatings Invitational Seminar for VIP Dealers was another valuable opportunity to fully recharge each of their driving forces to move ahead toward the end of the year, until they meet again in 2019.

产品更简单、客户更多

那么，为广泛宣传这些产品，NOROO又准备了怎样的营销计划呢？NOROO涂料股份有限公司营销本部的本部长白承赞提到，继性价比之后，NOROO追求心灵的满足，即“心”价比，而最近的消费倾向则是独自生活也想获得“真正”的幸福。2018年，NOROO计划以实际顾客的眼光制作自助室内装修视频A to Z，并以YouTube为中心宣传涂料。在过去的2017年，借着“Cover ALL纯&秀运动”制作的视频累计播放450万次以上，取得了非常好的宣传效果。此外，通过NCTS（NOROO INTERNATIONAL COLOR TREND SHOW）打造色彩专业企业NOROO涂料股份有限公司的明确形象，并向特约店承诺了将尽全力提供支持，如提供更有效的视频与产品目录、充足的样品与高利用度的促销品、更方便的塑料容器等。

在研讨会的最后，强调了彼此间的共鸣，晚上举行宴会后，为长期工作的特约店主颁奖并进行了祝贺演出，次日开展了丰富多彩的运动与体验活动，让大家在NOROO的名字中感受到大家庭的温暖。尽管活动日程很短，但本次2018年NOROO涂料股份有限公司VIP特约店邀请研讨会无疑是为再次相约的2019年充足电、增进推动力的重要场合。





NOROO HOLDS ANNUAL SHAREHOLDERS’ MEETING



NOROO PAINT & COATINGS SIGNS AN MOU WITH GYEONGGI PROVINCE TO BUILD A ‘CLEAN AIR SHELTER’

NOROO Holdings Co., Ltd.

NOROO控股股份有限公司

NOROO HOLDS ANNUAL SHAREHOLDERS’ MEETING

On March 22nd, the 72nd annual shareholders’ meeting of NOROO Holdings Co., Ltd. and the 12th annual shareholders meeting of NOROO Paint & Coatings Co., Ltd. were held at the NOROO Welfare Center of Anyang Headquarters with shareholders, executives, and employees in attendance. At this year’s shareholders’ meeting, each company presented the operating profits and current income of the 2017 business year, the sales and current income of the consolidated profits and losses inclusive of the performances by the subsidiaries and companies invested with the equity method. While the balance sheet and income statement for company performances were approved, dividends on ordinary shares and preferred stock of the statement of appropriations of retained earnings (tentative) were also approved.

举行NOROO定期股东大会

3月22日，NOROO第72期定期股东大会和NOROO涂料股份有限公司的第12期定期股东大会在股东及公司员工的共同参与下，在安养总部NOROO福利馆召开。大会公布了各公司2017年会计年度的营业收益及当期净收益、包括子公司及权益法投资公司业绩在内的合并利润的销售额及当期净收益等，并审批通过公司所得成果的财务状况表和损益表，以及对留存收益分拨（案）的普通股股东和优先股股东分配内容。

NOROO Paint & Coatings Co., Ltd.

NOROO涂料股份有限公司

NOROO PAINT & COATINGS SIGNS AN MOU WITH GYEONGGI PROVINCE TO BUILD A ‘CLEAN AIR SHELTER’

On March 16th, NOROO Paint & Coatings signed an “Agreement on Clean Air Shelter” with Lee Jae-yul, Deputy Governor of Gyeonggi Provincial Administration 1, 25 private entities and volunteer organizations in attendance. The ‘Clean Air Shelter’ project conducted by Gyeonggi Provincial Government aims to measure the indoor air quality of the facilities used by the marginalized classes in the province and remodel those facilities that have poor indoor air quality with environmentally-friendly paints, wallpaper, lighting, and natural ventilation windows. NOROO Paint & Coatings has been cooperating with the provincial government for the third year now as part of its corporate social responsibility program, as the company continues to pursue improvement of the indoor environment of facilities of those in need.

An official from the provincial government said: “As air pollution such as particulate matter keeps worsening, our residents’ concerns about indoor air quality are escalating, as well. Most notably, a policy to protect the health of children, senior citizens, and people with disabilities, is definitely required,” explaining the background of the ‘Clean Air Shelter’ project. Likewise, an official from NOROO Paint & Coatings noted: “The marginalized classes are more prone to exposure to poor indoor air, and our plan is to support eco-friendly paint products to help improve the indoor environment and make these facilities more pleasant for them.

In the meantime, NOROO Paint & Coatings has been partnering with the Ministry of Justice, Gyeonggi Province, and Red Cross, in addition to this ‘Clean Air Shelter’ project, to constantly engage in social contribution activities for the marginalized.

NOROO涂料股份有限公司，与京畿道签订“清淨呼吸空间构建项目”谅解备忘录

3月16日，NOROO涂料股份有限公司于京畿道厅参加了有京畿道行政第一副知事李在律和25家民营企业及志愿团队相关人士出席的会议，并签订了“清淨呼吸空间构建协议”。

“京畿道清淨呼吸空间构建项目”的目的在于，通过测定道内弱势群体使用设施的室内空气质量，用环保涂料和壁纸、地板、灯具及自然通风窗等



NOROO-PANTONE COLOR INSTITUTE (NPCI) TAKES THE SPOTLIGHT IN LEADING EUROPEAN MAGAZINES

材料重新改造室内空气质量恶劣的设施。NOROO涂料股份有限公司积极支持京畿道力图改善弱势群体用设施室内环境的立场，并将其作为企业社会责任的一环，连续三年响应这一项目的展开。道内相关人士通过阐述“雾霾等大气污染日渐严重，道民对室内空气质量的忧虑也是与日俱增。特别是对于儿童、老人和残疾人，我们急需一个保全这些弱势群体健康的政策”说明了“清淨呼吸空间构建项目”的展开背景。对此，NOROO涂料股份有限公司的相关人士表示，弱势群体暴露在恶劣室内空气中的受危害的可能性更大，因此公司将通过环保涂料的提供积极帮助他们改善室内环境和配套设施。除此以外，NOROO涂料股份有限公司也和法务部、京畿道厅、红十字等机关、机构合作，持续开展服务于弱势群体的社会贡献活动。

NOROO-PANTONE COLOR INSTITUTE (NPCI) TAKES THE SPOTLIGHT IN LEADING EUROPEAN MAGAZINES

NOROO-PANTONE Color Institute (NPCI), launched back in 2014 under the management of NOROO Paint & Coatings, witnesses its status heightening in the global arena. NPCI has been conducting consulting services in various fields of architecture, automobile, home appliances, fashion, and interior design through technical alliances and holds the NOROO International Color Trend Show (NCTS) annually to share the latest colors and trends in related industry. As world-renowned experts from related fields participate in this event as lecturers, NPCI awareness and preference is on the rise among expert communities overseas. As a reflection of this, the leading architecture magazines of Italy, including Interni, Platform, and IoArch, covered the details of the lecture given by Ico Migliore, an Italy-based architect and businessman who is a space designer of Max Mara, a global fashion company, and a former space design supervisor at the Museum of Modern Art in New York, at NCTS 2018.

This article reported: “At the NCTS 2018 hosted by the NOROO Group from South Korea, the lecture by Ico Migliore gained much attention,” commenting on the NOROO-PANTONE Color Institute and NCTS. In addition to host-



NPCI PRESENTS GLOBAL COLOR TRENDS OF 2018 – 2019 IN THAILAND

ing various events, the NOROO-PANTONE Color Institute publishes <COVER ALL>, a trend book containing the latest colors and the essence of design, in a dedicated effort to provide an up-to-date reference to designers and architects around the world. <COVER ALL> collects and analyzes a vast amount of colors and designs from all over the world as a set of big data to introduce future trends and the strategic use of current trends, demonstrating its research capacity to the world.

NOROO潘通色彩研究所（NPCI），实力登上欧洲权威杂志

NOROO涂料股份有限公司于2014年成立的旗下机构NOROO潘通色彩研究所（NOROO-PANTONE Color Institute，以下简称“NPCI”）在国际社会中扮演着愈发醒目的角色。NPCI通过技术合作等方式，涉猎建筑、汽车、家电、时装、装修等各领域提供咨询服务的同时，每年举办NOROO INTERNATIONAL COLOR TREND SHOW（以下简称“NCTS”）来共享色彩及相关行业内的最新潮流趋势。活动邀请相关领域的世界级权威人士出席并演讲，也借此扩大NPCI在海外专业人士之间的知名度和人气。意大利权威建筑杂志（Interni, Platform、IOARCH）也对国际时装企业MaxMara的空间设计师兼纽约现代美术馆空间总设计师Ico Migliore教授在NCTS 2018上所做的演讲进行了介绍。报道上说“在韩国NOROO集团举办的NCTS 2018上，Ico Migliore教授的演讲备受业内外人士瞩目”，并提及了NOROO潘通色彩研究所和NCTS。除了NCTS以外，NPCI还出版集最新色彩与设计精髓于一体的潮流书刊《COVER ALL》，努力为海外设计师及建筑师提供帮助。《COVER ALL》搜集和分析全世界范围内庞大的色彩和设计数据，并提示未来流行趋势和色彩的战略活用方案，也以此向海外世界展示研究所的实力。

NPCI PRESENTS GLOBAL COLOR TRENDS OF 2018 – 2019 IN THAILAND

NPCI was invited by the Thailand Creative Design Center (TCDC) under the management of the Thai government and gave a lecture during the 1st Bangkok Design Week (BKDW) (Jan. 27 – Feb. 4). Chief Researcher Kim Seung-



NOROO PAINT & COATINGS SPONSORS PAINT PRODUCTS FOR THE HOÀN KIẾM MURAL STREET PROJECT IN HANOI, VIETNAM

hyeon's presentation over the global color trends in 2018 to 2019 and the scheme to strategically utilize the colors that consumers desire garnered very positive responses and NPCI's trend book, <COVER ALL>, compiling a huge amount of colors and materials, also received a lot of attention. Kittiratana Pitioanich, President of the TCDC, noted: "At this event, where world-class design experts were invited, the NPCI, a Korea-based color research institute leading the color market of Asia, presented global color and design trends objectively," and added: "We are in the hope that 'K-Design', which leads the trend of Asia, would walk the path of the Korean Wave in Thailand, so that it too can be widespread across the entire culture."

NPCI, 在泰国提出2018-2019年度全球色彩流行趋势
受泰国政府下属“泰国设计中心 (TCDC, Thailand Creative Design Center)”之邀, NPCI在第一届“2018曼谷设计周 (BKDW: Bangkok Design Week, 1/27-2/4)”期间发表了演讲。金胜贤首席研究员提出了2018-2019年度全球色彩流行趋势以及针对消费者青睐色彩的战略性活用方案, 获得了热烈的反响。同时, NPCI出版的色彩及素材集大成之作《Cover All》也吸引了诸多关注。主办方泰国设计中心的Kittiratana Pitioanich馆长说: “在这个各国设计专业人士出席的活动中, 引领亚洲色彩市场的韩国代表性色彩研究所NPCI客观提出了全球色彩设计的流行趋势, 希望引领亚洲流行趋势的韩国‘K-Design’能够与韩流热潮一样, 更多地传入泰国并作为新鲜血液渗入整个文化中。”

NOROO PAINT & COATINGS SPONSORS PAINT PRODUCTS FOR THE HOÀN KIẾM MURAL STREET PROJECT IN HANOI, VIETNAM
NOROO Paint & Coatings supplied paint products to the Mural Street project of Hoàn Kiếm, one of the major tourist attractions in Hanoi, Vietnam. This Hoàn Kiếm Mural Street project was initiated by the Embassy of Korea, the International Cross Cultural Foundation, UN-Habitat, and the Hoàn Kiếm municipal government to celebrate the 25th anniversary of the diplomatic relations between Korea and Vietnam, and, on February 10th, the completion

ceremony was also held. The mural was painted on the stonewall arches that stretch the distance of 150 m from the Hoàn Kiếm Lake to the Long Bien Bridge by 9 Vietnamese artists and 5 Korean counterparts working together. This project was made possible by NOROO Paint & Coatings, which supported the entirety of the paint products necessary for the Tam Thanh Mural Village in 2016. At the time, the Tam Thanh Mural Village was one of the global contribution projects planned jointly by the International Cross Cultural Foundation, Tam Ky City, and UN-Habitat Vietnam, and was built as a Korean-style mural village by the Lee Gang Jun The Institute of Public Design with paint provided by NOROO Paint & Coatings. 20% of its villagers took part to help with the painting and the village won the Asian Townscape Award 2017. Tam Thanh Mural Village was an underdeveloped village where most of the residents engage in fishing, but this mural village project successfully turned it into an eco-tourism city that attracts about 500 visitors on weekdays and even 2,000 visitors on weekends. After President Moon Jae-in and his wife Kim Jung-sook visited the area during their visit to Vietnam last November, it is well-known as the place where both countries solidified friendly relations. An official from NOROO Paint & Coatings said: "We have been carrying out social contribution activities through mural painting projects in many outdated and marginalized places of Korea and plan to actively take a part in these activities overseas in concert with other organizations in and outside of Korea."

NOROO涂料股份有限公司, 为越南河内还剑湖壁画项目赞助涂料
NOROO涂料股份有限公司将提供涂料来支持河内的著名景点还剑湖附近的艺术街建设项目。河内还剑湖壁画项目是为了纪念韩越建交二十五周年, 由韩国大使馆、国际文化交流财团、联合国人居署和还剑市政府共同主导实施的项目, 于2月10日举行了完工庆祝仪式。壁画设在还剑湖至龙边桥高架铁路上的150m长石路拱墙上, 由9名越南画师和5名韩国画师创作完成。NOROO参与这一项目的契机还要追溯到2016年NOROO为越南三青壁画村建设项目赞助全部涂料的时候。三青壁画村作为全球贡献项目之一, 是由韩国国际交流财团和三峡市、联合国人居署越南办事



2018 NEW PRODUCT / NEW AND ADVANCED TECHNOLOGY EXHIBITION

处共同企划、韩国Lee Gang Jun公共美术研究所实施、NOROO涂料股份有限公司提供涂料赞助、20%居民自发参与绘制的韩式壁画村, 还荣获了“2017亚洲都市景观奖”。这里的大部分居民均从事渔业, 开发相对落后, 但自从有了壁画, 人们口耳相传, 现在成为了平日有500多人、周末有2000多人慕名前来的生态旅游城市。去年11月文在寅总统访问越南时, 因金正淑女士来访此处, 更是成为了加强两国友好关系的象征地。NOROO涂料股份有限公司的相关人士表示, 公司一直以来在韩国很多相对落后和不为人所关注的地方以壁画项目的形式开展社会贡献活动, 现在我们将和志同道合的国内外团体携手, 继续积极为国际志愿活动贡献我们的力量。

2018 NEW PRODUCT / NEW AND ADVANCED TECHNOLOGY EXHIBITION
The 'New Product / New and Advanced Technology Exhibition for 1H, 2018' was held at the Seminar Room of Anyang Plant Smart Center from March 19th to 23rd. The exhibition where the key products and advanced technologies in the chemical business of NOROO Group are shared for 2018, NOROO Paint & Coatings Co., Ltd., NOROO Coil Coatings Co., Ltd., NOROO Automotive Coatings Co., Ltd., and NOROO BEE Chemical Co., Ltd. participated to exhibit and present each of their achievements and related technologies so far. Moreover, feedback regarding the fields of sales and technology of all NOROO affiliates were collected so as to make competitive products that cater to the customers' desire.

2018新产品及新技术展览会开幕
3月19日至23日, “2018年上半年新产品及新技术展览会”在安养工厂的智能中心研讨室举行, 旨在共享2018年NOROO集团在化学事业领域的核心产品及先进技术。NOROO涂料股份有限公司、NOROO卷钢涂料有限公司、NOROO汽车涂料有限公司和NOROO碧化学有限公司参加了本次展览并介绍了近期的成果产品和技术。同时, 为了生产符合消费者喜好的有竞争力的产品, 听取和交换了彼此的营业及技术方面的意见。



NOROO CHEMICALS AWARDED THE CERTIFICATION FOR ACHIEVING NON-DISASTER GOAL 8 MORE TIMES

NOROO Chemicals Co., Ltd.
NOROO化工有限公司

AWARDED THE CERTIFICATION FOR ACHIEVING NON-DISASTER GOAL 8 MORE TIMES
On January 5th, NOROO Chemicals was awarded the <Non-Disaster Achievement Certification> by the Gyeonggi West Branch of the Korea Occupational Safety and Health Agency. NOROO Chemicals recorded 2,968 days accident-free from March 22nd, 2008 to November 8th, 2017. Most notably, the company made a continuous effort to prevent fire and explosion accidents, which are highly likely at a chemical plant and, as a result, NOROO Chemicals achieved 8 times more than the set goal for non-disaster. To that end, NOROO Chemicals lined up an explosion-proof function for a safe workplace and improved the operation method, eliminating the risk factors that inherently accompany the equipment. Moreover, the company thoroughly examined the work process by, for example, optimizing the work tools through grinder friction experiments by material, effectively preventing the elements of possible disaster. At the same time, NOROO Group had the affiliates benchmark each other by performing cross-safety checks and undertaking safety management activities company-wide by sharing safety and health information. Park Hyeon-geun, Chief of Gyeonggi West Branch of the Korea Occupational Safety and Health Agency, said: "NOROO Chemicals has been an example to the PSM business sites by continuing the improvement activities on the key risks," and urged to "remain to be the best example in the field of safety, alongside quality."

荣获“无灾害八倍达成认证牌”
NOROO化工有限公司于1月5日, 荣获了由安全保健公团京畿西部分公司授予的“无灾害目标达成认证牌”。NOROO化工有限公司自2008年3月22日起至2017年11月8日, 创下了“无灾害经营2968天”的记录, 特别地在化学工厂容易发生的火灾和爆炸事故方面实施持续性重点管控,



TIME FOR UNITY AT ANSEONG R&D CENTER



BUSINESS ALLIANCE AGREEMENT CEREMONY FOR SUCCESSFUL UNDERTAKING OF 'BASIC LIVELIHOOD DEVELOPMENT PROJECT' IN SAMJUK-MYEON

因而得以成功达成无灾害运营八倍目标。为了确保安全的事业运营环境，NOROO化工有限公司采用导入防爆功能、改善操作方式等途径消除设备自身的危险因素，通过不同材质的研磨机研磨实验优化作业工具，细致观察各工序过程，力求屏蔽可能引发灾害的因素。同时，通过与其它集团下属公司合作实施安全互检来借鉴标准、分享安全信息，并在全公司范围内推动安全管理活动的展开。安全保健公团京畿西部知事朴贤根称赞NOROO化工有限公司“持续开展针对关键危险的改善活动，成为了PSM事业场所的模范”，并表示“希望NOROO化工有限公司继续成为质量和安全两方面都过硬的企业。”

THE KIBAN Co., Ltd.

THE KIBAN有限公司

TIME FOR UNITY AT ANSEONG R&D CENTER

On March 2nd, THE KIBAN held a yut-nori contest at the Anseong R&D Center to celebrate the Great Full Moon day on March 2nd as time for unity among the employees. CEO Choi Gyu –seoul said: “Our company prepared this event for all of you, so I am hoping that it will be a meaningful, enjoyable, and pleasant time for everyone to remember our own tradition and promote harmony and unity,” urging them to use this event as an opportunity to further solidify a sense of unity and advance THE KIBAN. For this event, the employees formed nine teams to contend in a tournament. At the end of the day, R&D Team 4 (Gochu) won, receiving a blender for home use as a prize. The first runner-up team received a 10-kg rice bag, ending the contest on a joyful note.

安城研究园区和谐大聚会

3月2日.正值正月十五，THE KIBAN有限公司在安城研究所举行了掷柶大赛来活跃节日氛围。崔圭高在致辞中表示：“虽然活动准备有些不足，但诚意满满，希望大家能够度过一段延续传统、拉近彼此距离的有意义的、快乐的时间”，并表达了THE KIBAN能够通过本次活动变得更加团结、更

上一层楼的愿望。活动由九支队伍以淘汰赛的方式进行，最终研究四部（辣椒）胜出，赢得了家庭用搅拌机作为奖品，第二名则每人获赠10kg大米。大赛在喜气洋洋的氛围中成功结束。

BUSINESS ALLIANCE AGREEMENT CEREMONY FOR SUCCESSFUL UNDERTAKING OF 'BASIC LIVELIHOOD DEVELOPMENT PROJECT' IN SAMJUK-MYEON

THE KIBAN concluded a business alliance agreement on the 'Basic Livelihood Development Project' with Samjuk-myeon in the city of Anseong, and, on January 18th, held the agreement ceremony at THE KIBAN Anseong R&D Center. The 'Basic Livelihood Development Project' is an open competition, resident-led project supervised by the Ministry of Agriculture, Food and Rural Affairs aiming to improve the quality of life of the rural villagers by strengthening the function of supplying basic livelihood services such as education, culture, welfare, and medical care to rural areas, while rejuvenating the service supply system to these remote areas. An official from the relevant organization in Anseong and the representative villagers in Samjuk-myeon said they have high expectations regarding the cooperation by THE KIBAN to overcome the difficulties caused by the aging rural population and build a business foothold to induce regional revitalization.

三竹面基础生活据点发展项目为成功推进项目，
举行业务合作协议签订仪式

THE KIBAN有限公司和三竹面签订了“基础生活据点发展项目”业务合作协议，并于1月18日在安城研究所举行了协议签订仪式。“基础生活据点项目”由农林畜产食品部主管并公开征集进行，是旨在通过强化农村地区的教育、文化、福利及医疗等生活服务供应机能并激活偏僻村庄的服务传达体系以提高农村居民生活质量的居民主导型项目。安城市机关的相关人士以及三竹面的地区居民代表等均表示期待THE KIBAN的积极支持能够帮助他们克服农村人口老龄化带来的困难并奠定促进地区发展的事业基石。

01.

General Manager Kim Ki-do, Head of the Digital Strategy Team, acts as the lecturer at the 14th session of 'Understanding and Empowering NOROO Group Value / History' made the environment pleasant by proceeding with the session with a sense of humor. Do you see the uplifted profile of the trainees' faces?

在“NOROO集团价值与历史理解及体会”第14期教育课堂上，来自NOROO涂料股份有限公司数字战略部的金基道部长正在以幽默诙谐的方式授课.课堂气氛十分活跃。看到学生们上扬的颧骨了吗？



02.

A photo wall set up at the entrance to the seminar room for the 2018 NOROO Paint & Coatings Invitational Seminar for VIP Dealers made the dealers burst into laughter. The wall was decorated with amusing movie posters with their names on them. We hope that 2018 will be a year full of jackpots for every dealer, even more successful than the blockbuster movies!

2018 NOROO涂料股份有限公司VIP特约店特邀研讨会入口处，有一面令各特约店社长们开怀大笑的照片墙，上面贴满了用特约店社长们的名字PS成的有趣电影海报。所有特约店的社长先生们！希望你们的生意在2018年比热门电影更加火！

