

NOROO



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Color & Diversity

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Color and Diversity



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With Diversity, Together

“Diversity Trumps Ability,” said Scott Page, a political science professor at the University of Michigan in his book entitled *The Difference (2007)*. For an organization to succeed in this ever-changing world, it needs people with a variety of ideas. For a group to produce substantial achievements and improve its performance continually, it needs not only the best problem solvers, but also a diverse array of random problem solvers. It was thanks to tolerance of differences and collaborative drive that Genghis Khan could win over talented people from conquered nations of different religions and cultures and form synergistic effects among them.

多样、共存

“多样性胜过能力”，这是美国密歇根大学的政治学教授斯科特·E·佩奇 (Scott Page) 在《差异 (The Difference) 》(2007) 一书中主张的观点。为成功应对这个变化无常的世界，组织需要思维多样化的人才。斯科特·E·佩奇表示，要想确有成效地提升团队的成果，不仅需要一流的问题解决者，同样也需要拥有多样化思维的随机问题解决者。成吉思汗之所以能够网罗不同宗教与文化的地区人才并创造出强大的协同效果，正是因为他对这些差异的包容以及与之共存合作的眼光。



DIVERSITY ————
TRUMPS ————
————— ABILITY

“Three shoemakers are better than one ‘Zhuge Liang’”

By_Jung Kyung-ho

Jim Collins, a business management consultant in the U.S., asserted in his book *Good to Great* that one common aspect of great enterprises is diversity, and that when an organization has a problem with cooperation, its survival is threatened. Peter Drucker, a distinguished scholar of business administration, emphasized that communication within an organization is not a matter of choice, but rather a matter of survival. He also warned that without open cooperation among leaders, followers, and departments, the organization would unlikely survive for more than a decade.

三个臭皮匠赛过诸葛亮

美国管理顾问吉姆·柯林斯在其著作《从优秀到卓越（GOOD TO GREAT）》中主张，伟大企业的共同点是多样性，一旦组织内的合作变难，企业的存续也将日渐困难。管理学大师彼得·德鲁克呼吁，组织内的沟通问题并非单纯的选择题，而是关乎企业生存的必答题。德鲁克表示，企业如果不能实现领导者与追随者、部门间的自由合作，将很难存续10年以上。

THE ORGANIZATIONAL ‘SILO EFFECT’ AND SONY

The collapse of Barings Bank in the U.K. is a well-known example showing how a failure in communication among members can lead to the collapse of even such a major conglomerate. On February 27, 1995, Baring Bank, which had been the oldest investment bank in the U.K. went bankrupt due to one employee’s self-righteous management. Nicholas Lesson, a star fund manager at the time, did not mind doing illegal things for the sake of achievements. His despotism was overlooked, with no proper cooperation or communication, simply because of his seemingly good achievements. Judging the market mistakenly, he carried out excessive investment with risk many times, ending up with the insolvency of an entire organization which had been run for 233 years. Founded in 1762 and even referenced in Jules Verne’s *Around the World in 80 Days*, this bank of time-honored history was liquidated at just £1.00. It was one individual’s haughtiness that brought the demise of an organization.

Many enterprises seem to be emphasizing cooperation as of late, but it is not as easy as expected to practice communication within an organization. When a communication gap disrupts cooperation, the result may not simply be a minor problem between two departments, but rather a tremendous loss to the entire business. This was also the case for Sony, which had seen success with

谷仓效应与索尼

英国的巴林银行事件是展示成员间的不沟通与不合作是如何摧毁大企业的著名案例。1995年2月27日，英国最古老的投资银行巴林银行因一个职员의自以为是为而倒闭。曾经是明星基金经理的尼克·李森为取得业绩不惜违法。只因业绩好一个理由，在没有正常合作与沟通的情况下，他的专横得到了默许。他对市场做出了错误的判断后盲目投资，接连不断的判断失误最终使拥有233年历史的巴林银行走向了破产。巴林银行成立于1762年，曾在《八十天环游地球》一书中出现，以历史悠久著称，但它最终却惨淡收场，以一英镑的价格被收购。个人的傲慢导致了组织的灭亡。

近来，有很多公司都在强调合作，但沟通在组织内部并非易事。从沟通中断开始到合作受阻，不仅仅是两个部门间细枝末节的问题，更是会给整个公司造成莫大的损失。凭借便携式音响随身听大获成功的索尼为何没能生

their Walkman portable audio player, and why they failed to produce hit items like the iPod. Sony authorized and entrusted each division with the independent duty of R&D. Its bio company was entrusted with PCs, while its audio company was entrusted with Walkman models. They released music players at a similar level of technology, but both failed to reach the level of the iPod. The conglomerate owned Sony Music, dedicated to the business of music content services, but failed to create synergy effects with the online music service due to lack of cooperation. The problem of this kind can be called the ‘Silo Effect’. A silo is an independent, cylindrical storage unit where livestock feed or grains are stored. In economic circles, this term refers to a phenomenon of mutually exclusive attitudes where each department cares only for its own benefits with no interest in the affairs of other departments. What if Sony had gathered various technologies and talented employees at different companies and given them opportunities to communicate and cooperate? If so, the global market of MP3 and online music content may have turned out differently from what it is today. Sony and other Japanese electronics companies that failed to overcome the Silo Effect subsequently fell into a long-term slump.

FROM SMALL TALK TO INNOVATION

In an organization, diversity and cooperation enhance creativity, imagination, and information value, which are all essential for corporate competitiveness. When all of the departments gather their ideas and create synergy effects in unity, the organization can produce innovative items and services. Professor Nonaka Ikujiro, well-known for his book entitled *The Knowledge-Creating Company*, asserted that particularly innovative product ideas originate from nonsensical thoughts shared via small talk in unofficial occasions of entirely unrelated people rather than from official reports, seminars, work reports, or official utterances in company meetings. The idea and design of ‘Mini’, world’s first wall mounted drum-type washing machine by Daewoo, are a result of the cooperation between the design team and technical team. While chatting about existing washing machines in a casual setting, they lamented having to bend over to look into the machine to remove laundry. One of them jokingly said, “What if we hang one on the wall?” This became the concept for the design team and technical team to collaborate to design a wall-mounted washing machine. Finally, a product was released after a one-year development process, and it won the Jang Yeong-sil Prize in 2013. The accumulated sales so far have reached 250,000 units, with one being sold every 4 minutes.

Highly competitive enterprises use common terminology that every member can understand regardless of the department, and these terms are understood by the same meaning. This is made possible only when there is frequent contact and communication among departments. In order to make opportunities for people in different sectors to come in contact with one another, systems such as a temporary team system, task force (TF), project group, etc. are widely utilized. For people in different sectors to achieve one specific goal, they work together temporarily, accumulating experiences in cooperation and in establishing an unofficial cooperation channel for constant communication.

The Mongolian Empire of the past willingly accepted better techniques and sciences from colonized nations through an alliance relationship in order to widen its influence. The Roman Empire also imitated their rivals and absorbed the competitive attributes of other nations in the process of conquest, even entrusting each nation with tasks where they excelled in order to operate such a broad empire. The position of emperor was even given to an outsider, so long as he was deemed sufficiently capable. By accepting diversity and cooperating for one purpose, the Roman Empire could establish a hegemony. There is a Chinese saying: “Three shoemakers are better than one ‘Zhuge Liang.’” Let us remember! There is no one wiser than all of us united as one.

产出类似iPod的热销商品呢？答案也在其中。索尼为使各个部门能够独立开发、研究，赋予了各个部门权限与责任。PC由生物公司负责，随身听由音响公司负责。他们以各自的技术分别推出了类似的音乐播放器，但却未能达到iPod的水平。虽然在音源服务方面拥有索尼音乐，但由于彼此间没有合作，故而未能通过线上音乐服务创出协同效应。他们的问题可以被称作谷仓效应（Silo Effect）。谷仓是存储家畜饲料或谷物等的圆筒状独立仓库，在经济学中，谷仓效应指的是不关注其他部门的工作，只顾自身利益的各部门间彼此排斥的现象。倘若给索尼各公司一个聚集多种技术与人才、彼此沟通并合作的机会，会有怎样的结果呢？全球的MP3、线上音乐市场可能会出现一个与今日全然不同的格局也说不定。未能打破谷仓效应的索尼等日本电子企业此后也必须经历长期的萧条。

闲聊到创新

组织内的多样性与合作能够提升企业竞争力所需的创造力、想象力以及信息价值。各部门融合彼此的创意并发挥协同效应时，可以生产出创新型产品与服务。著名的日本教授野中郁次郎在其著作《知识创造公司》中主张称，最具创新力的产品创意并非源于企业的官方报告、研讨会、工作报告、会议桌上的官方发言等，而是开始于毫无关联的人在私下里分享的不切实际的想法。东部大宇电子推出的全球首款壁挂式滚筒洗衣机“迷你”，其创意的得出与设计中就有设计组与技术组的合作。他们在自由谈论现有洗衣机时，纷纷抱怨称现有洗衣机必须弯腰才能取出衣物、看不见洗衣机内部。于是乎，有人开玩笑似的说道：“干脆把洗衣机挂在墙上如何？”基于这句玩笑似的提议，设计组和技术组开始一同设计。历经1年多的开发过程后推出的产品于2013年荣获蒋英实奖，迄今为止累计销售25万多台，每4分钟就会售出1台。

竞争力很强的企业，都有各部门及成员可以理解的共同用语，该用语在任何部门都能被理解为相同的含义。为此，必然需要部门间的频繁接触和对话。为给不同部门的人员提供接触机会，普遍会采用临时小组制度或特别工作组（TF）、项目组织等。不同部门的人员为达成一个具体的目标暂时性地共事在一起动，以此积累合作与协作经验，最终形成日后也能互相沟通的非官方合作途径。

过去，蒙古帝国在扩张势力的过程中积极接受更优秀的技术与学问，与被占领地区结成同盟并培养自身力量。罗马在征服过程中也积极效仿敌人，吸收外族的优点，让各个民族负责各自擅长的领域，管理并统治辽阔的帝国。即使是外人，只要有能力，也会让位于他。正是因为承认多样性、秉持一心并合作，罗马才得以掌握霸权。中国有句俗话说叫“三个臭皮匠赛过诸葛亮”。一定要牢记！只要所有人齐心协力、集思广益将赛过任何贤者。

The Seed of Diversity, Grown with Cooperation

The Dasi Sewoon Cooperation Support Center

As you look over the rooftops of buildings in the Seoul Sewoon Shopping Center that were recently renovated according to the urban regeneration plan, you can see the past and present of Seoul at one glance. The Sewoon Shopping Center surrounds skyscrapers standing against the blue sky like a fence. Various signboards of medical, electronic, lighting businesses are hung up densely, one after the other. There are more than 2,800 companies on just a 500 meter portion of the shopping street of Sewoon, Cheonggye, and Daerim connecting Jongro and Euljiro. As such a variety of technology has been accumulated in the Sewoon Shopping Center over about 5 decades, there was a joke going around that they could even build an armored tank. Seoul City has sown seeds of diversity over the soil of technology and this region, figuratively speaking, operating the <Dasi Sewoon Project> in order to achieve the 4th Industrial Revolution in the creative manufacturing industry with the support of cooperation.

将多样性的种子发展为合作机遇

重新·世运合作支援中心

根据城市再生计划重新改造的首尔世运商业街尽显了首尔的过去与现在。远在视线尽头的摩天楼，犹如宽敞的围栏般环绕着世运商业街，商业街里面密密麻麻地挂着医疗器械、电子、照明等五花八门的招牌。在这条从钟路延伸至乙支路的500米街道上，光是世运、清溪、大林商业街一带，就聚集着2800多家商品。世运在50年的悠久历史中积累了丰富的经验，甚至有“世运商业街能制造坦克”的浮夸说法。为了让该地区多元化发展，首尔市正在启动“重新□世运项目”，将其作为合作的支撑，发展创意制造产业的第四次工业革命。

The <Dasi (Again) Sewoon Project> represents three basic goals of urban regeneration: pedestrian, industrial, and community regeneration. Among these, industrial regeneration seeks to stimulate the creative manufacturing industry on the basis of various industrial resources and technologies with strong emphasis on the historical value and regional importance of the Sewoon Shopping Center. ‘Cooperation’ was selected as the means to this end. The 4th Industrial Revolution is induced over the creative manufacturing industry as young makers with creative ideas make good use of the technologies accumulated at Sewoon and cooperate with one another. The cooperation support center leading the <Dasi Sewoon Project> connects technical masters and consumers through their dedicated technical coordinating agency. We met with professor Park Ju-yong, who acts as a technical coordinator at the technical coordinating agency of the Sewoon Cooperation Support Center, and promotion manager Oh Ah-yeong at the Sewoon Cooperation Support Center in order to hear their views on the value of diversity and cooperation, both greatly needed in the coming era.

WHAT IS THE MAIN ROLE OF THE <DASI SEWOON PROJECT> COOPERATION SUPPORT CENTER?

Professor Park Ju-yong : The Cooperation Support Center is one of the major entities conducting the <Dasi Sewoon Project>. It manages the base space and connects external industrial entities to Sewoon when they inquire about specific techniques or technologies. Another strategic agency much like the Cooperation Support Center is the Public Governance Team through which we co-

“重新·世运项目”拥有步行再生、产业再生以及共同体再生三个城市再生目标。其中的产业再生指的是在保持世运商业街群的历史价值与地区重要性的同时，通过“合作”在多样化产业资源技术的基础上为创意制造产业注入活力。具体计划是让拥有新创意的青年创客们灵活运用世运商业街积累的经验并相互合作，以此诱导创意制造产业的第四次工业革命。执行“重新·世运项目”的合作支援中心设立技术中介室，为技术匠人与需求者牵线搭桥。见到世运合作支援中心技术中介室的技术中介人朴主容博士和宣传经理吴娥英后，笔者听到了他们对新时代更为需要的多样性与合作价值的诠释。

“重新·世运项目”合作支援中心主要做什么工作？
朴主容博士：合作支援中心是执行“重新·世运项目”的主体之一，在外部产业主体提出技术咨询时帮忙联系世运商业街。与合作支援中心类似的战略机构还有世运公共管理组，主要与现有商人、匠人合作。世运公共管理组在克服重重困难后，花大量时间采访现有商人、匠人并听取了他们的意见。最终了解到，大多数人都希望



operate with existing merchants and experts. The Sewoon Public Governance Team has put forth great efforts to conduct interviews with existing merchants and experts for a long period of time in order to hear their opinions. As a result, it turns out that most of them wanted the revitalization of the shopping center. In reality, however, it is difficult to expect any drive for growth from the inside since the existing facilities are deteriorating and the existing workforce is aging. Various external stimuli were required in order to awaken Sewoon’s nature of diversity. The potential of Sewoon derived from the fact that engineers accounted for 30% of the existing personnel, and a technical coordinating program was developed to connect their techniques and technologies with ideas from startups. Additionally in place are the partnership space for cooperation, a museum to show the flow of history, and a resting space for visitors and workers. The ‘Makers Cube’ was established to be shared by developers and creative thinkers, and businesses that passed the screening process join as new ‘Sewoon Makers.’

WHAT ENTERPRISES HAVE JOINED SEWOON SO FAR, AND WHAT SPECIFIC COOPERATION RESULTS HAVE BEEN SEEN?

Park : Sewoon Public Governance Team has conducted a thorough inspection in this area and introduced selected technical experts as ‘Sewoon Experts’. They are all experienced technicians with careers of 30 to 50 years. The areas of technical expertise vary from tube audio repairing to special vest production, watch assembly, pipe organ electric system production, game console planning,

振兴商业街。然而设施老旧、现有人员的老龄化等问题很难在内部拉动增长动力。如想唤起商业街的多样性，外部刺激也必须多元化。世运商业街的现有人员中有30%是工程师，可以在这里寻找可能性与突破口，为使匠人的技术能与初创企业的创意擦出火花，公共管理组提供技术中介服务。与此同时，为使新开发与创作人员能够和谐共存，建造世运创作方块间，供通过层层选拔的企业作为“世运创客”入驻，这里还设有经营能够合作的伙伴空间、展示历史流向的博物馆、供访客与现有人员休息的休息空间等。

有哪些企业参与，具体又有哪些合作成果？
朴主容博士：世运公共管理组对这一带开展全面调查，选拔技术匠人并将其作为“世运大师”介绍给企业。这些人全都是拥有30~50年经验的匠人，拥有真空管音响修理、特殊马甲制作、钟表组装、管风琴电子系统制作、游戏机企划、机器人企划等多种领域的技术。世运创作方块间的“世运创客”包括开发并生产交互式陪伴机器人、VR摄影设备、电子假肢等的企业，以及艺术与



Doctor Park Ju-yong's comprehensive knowledge shines brightly in the Sewoon Electronic Museum. This place presents the historic events and turning points of each generation that has occupied the Sewoon Shopping Center.

robot planning, and more. There are currently 16 ‘Sewoon Makers’ in the Makers Cube, including developers/manufacturers that develop interactive pet robots, VR photography devices, electronic artificial arms, art/design experimental project groups, and media creative groups. Major achievements of cooperation include the aquaponics indoor small smart farm on display in the Sewoon electronic museum. Lab&Studio VoRi plans, photographs, and produces VR content based on its R&D and production of Mobility 360° VR hardware. C&C produces art/technology-based education products that utilize cardboard, and also operates maker education programs. The aquarium and plant farm using circular structure agriculture is the result of cooperation among these companies. Fish excrement is used to supply nutrients for plants, and growing conditions are controlled automatically via sensors. Ho-seon Nah, a Sewoon Mesiter, participated in developing this product. Another team made a miniature model of Sewoon Center by means of a 3D printer, and an optical fiber expert in Sewoon completed the lighting. They intend to share this product so that anyone can produce related souvenirs. There have also been external requests for technical coordinating. 3D printing was recommended to clients who were worried about the cost of modeling production. A product was exhibited in a living design fair, which looked just wonderful. Introducing technology to designers leads to good results.

CAN INDIVIDUALS ALSO COME HERE AND COLLABORATE WITH COMPANIES?

Park : Absolutely. Connection is possible at any time through the technical coordinating agency. Individuals can participate through various programs. Recently, a program entitled <LAB to Be Made by Sewoon> was developed so that people who wished to develop their own prototypes could participate and receive resources and help from Sewoon, Sewoon Experts, and the Sewoon Makers’ Community. It is anticipated that as such cooperation is promoted and various contents are produced, the entire Sewoon Shopping Center will be affected positively. A program for merchants and a public subscription project for residents are also being planned for this purpose. Educational programs are also in progress, such as the Sewoon Makers Campus to broaden the scope of participants. **Promotion manager Oh Ah-yeong :** Data of performances, exhibitions, and businesses used to be scattered here and there, but they have been collected through the integrated website of the Dasi Sewoon project (<http://sewoon.org>). The website offers information on Sewoon Experts, organizations in Sewoon Makers’ Cube, related workshops, and exhibitions.

设计实验项目、媒体创作集团等共16家。

合作成果中最具代表性的是水培室内用小型智能农场，目前正在世运电子博物馆中展出。这里是一处由Lab & Studio VoRi（主要研发并制作移动型360° VR硬件、企划/拍摄/制作VR内容）与C&C（以利用Cardboard艺术和技术为基础制作教育产品、经营创客培训项目）合作的循环结构耕作式水族馆及小植物农场。将鱼的粪便用作植物的养分，利用传感器自动控制生长条件。世运大师罗好善匠人参与了该产品的开发。此外，其他小组也取得了丰硕成果，如世运创客利用3D打印机制成了世运商业街模型，并由世运商业街的光纤技术者们完成了照明。其计划是通过共享使所有人都能制作纪念品。当然也有外部委托技术中介服务的案例：向制作产品模型费用的委托人推荐3D打印，帮助委托人以低廉的价格制成模型。而且还在生活设计展上展出产品，效果十分惊人。通常把技术介绍给设计师，其成果往往会十分丰硕。

普通人也能在这里与各种企业合作吗？

朴主容博士：当然。感兴趣的人可以通过技术中介室随时联系，也可以通过各种项目参与其中。近来，为帮助想要集中开发自有试制品的人，使其获得世运商业街的资源与世运大师、世运创客社区的帮助并快速发展，支援中心开创了“世运制造LAB”项目，有需要的人都可以申请参加。实现这种合作并出现多样化的内容后，预计未来将逐渐对整个世运商业街产生影响。为此，支援中心正在创立面向商人的项目和向居民公开征集活动。为振兴商业街，正在开展世运创客大学等拓宽参与对象范围的培训项目。**宣传经理吴娥英：**过去，演出、展览、企业等信息分散在各处，但近来开设“重新·世运项目”综合官网（<http://sewoon.org>）后，全部信息都会被整理并收录于此。世运大师、世运创作方块间入驻团体、研讨会、展览等信息均可在官网中查询到。

<THE DASI SEWOON PROJECT> PRESENTS THE CREATIVE MANUFACTURING INDUSTRY IN THE CONTEXT OF THE 4TH INDUSTRIAL REVOLUTION. SEWOON HAD GROWN IN THE 2ND INDUSTRIAL REVOLUTION OF ELECTRICITY AND THE 3RD INDUSTRIAL REVOLUTION OF COMPUTERS, UNTIL IT LATER STARTED TO DWINDLE AND STAGNATE WITH THE FLOW OF THE TIMES. WHAT ROLE WILL SEWOON BE ABLE TO PLAY IN THE 4TH INDUSTRIAL REVOLUTION?

Park : At present, the term, ‘the 4th Industrial Revolution’ is defined in connection with the forms of AI and the ‘Smart Factory’. Sewoon has its own unique system in this regard. Although it has no visual conveyor belt, it is optimized for multi-item small production. Thus, Sewoon promotes the creative thinking that is essential in the 4th Industrial Revolution. We can facilitate it to be easier and more efficient. Sewoon secures not only technology, but also a network of human resources. It has an invisible production line. As long as efficiency and creativity are promoted in various areas, an urban creative manufacturing industry can be promoted that is appropriate for Sewoon. In addition, digital start-ups are anticipated to be leaders in the next-generation industrial production as they take the lead in the digital manufacturing industry while gathering at Sewoon, a place specialized for expert manual production. Multi-item small-lot production will enhance the efficiency of makers at the border of crafts and industry, further facilitating the culture of makers. This place will bring out innovation in a different system from that of businesses. As it features a long history and complexity, however, sufficient time will be required for adaptation and development.

IT SOUNDS LIKE ORGANIC DEVELOPMENT IS EXPECTED FOR INNOVATION RATHER THAN ARTIFICIAL CHANGE.

Park : We need to be careful, since there are many B2B companies. As the number of B2C entities increases, the number of visitors will increase as well, creating more opportunities for change. Although such needs also should be considered, attention should be paid to not merely increase the number of bystanders. In the past, there was no elevator in the Sewoon Shopping Center and movers had to be employed instead. When elevators were constructed for easy access to rooftops on the 9th floor, the movers lost their jobs. Although they managed to subsist on a courier business, there is now a risk of gentrification in this area (the original residents are being driven out with the revitalization of the old downtown). In order to secure even regeneration of pedestrians, industries, and communities, speed control will be required. **Oh :** The map of Sewoon Shopping Center is changing gradually. Artist groups open their exhibition halls, as do independent bookstores, one after the other. More and more organizations are coming for a tour, including the Creative Economy and Innovation Centers, college students in the department of architecture, elementary/middle/high school students and teachers, and others from different parts of the country. Such recent changes seem to foreshadow diverse and dynamic developments of the Sewoon Shopping Center. **Park :** An industry process is developing naturally here. As this process advances spontaneously and begins to produce benefits, handing it down to the next generation will become our obligation.

The Sewoon Shopping Center has accumulated technology and know-how for quite a long period of time. It is true, however, that it has been isolated in the changing flow of industry and regional development. Even though major technologies have been secured, it may be difficult to succeed without connection with external parties. In the past, the Xerox Park Research Center in the U.S. owned outstanding technology including laser printing, Ethernet network standard, and graphic user interface, and had internal cooperation among members in the related divisions. However, it failed to utilize such technologies due to its closed-community nature. Their technology started to be made known widely, as it was connected to Apple and Microsoft. Doctor Park Ju-yong expressed his hope that "Made in Sewoon" brands might emerge. If members of the Sewoon Shopping Center become more diverse and cooperate closely with one another through the <Dasi Sewoon Project>, this hope can be brought to reality in the future. We look forward to the day when more diverse people walk, make things, and live in the Sewoon Shopping Center.

“重新·世运项目”中，将第四次工业革命与创意制造产业联系起来。世运商业街在电能引发的第二次工业革命、计算机引发的第三次工业革命边缘发展壮大，又在岁月的流逝中逐渐萎缩、停滞。那么在第四次工业革命中，世运商业街将起到什么作用呢？

朴主容博士：现在第四次工业革命一词被定义为人工智能的形式与智能工厂。世运商业街有着与之不同的系统。只是没有可视化的传送带，但它的确是适合多品种少量生产的最佳场所，因此可以实现第四次工业革命所必需的创意思维。我们将使它变得更轻松、更有效。因为世运商业街不仅有技术，还有人际关系网和无形的生产线，所以一旦在多个部分提高效率和创意性，就将发展为适合世运的城中型创意制造产业。此外，专注于匠人手工作业的世运商业街汇集着引领数字制造产业的许多初创企业，预计未来它们将成为新一代产业生产的主力。多品种少量生产将提高处于工艺与工业边缘的创客效率，同时也将进一步活跃创客文化。这里可能会引发不同于企业体系的另一种创新风潮。不过这里同时也拥有漫长的历史和复杂性，必须花充分的时间去适应与发展。

比起人为变化引发的创新，更期待自然发展，可以这样理解吗？

朴主容博士：因为有很多B2B企业，所以不得不小心谨慎。B2C越多，来访者就越多，这里也会变得愈发活跃，改变的机会就会增加。当然，我们也需要这样的改变，但同时单纯来凑热闹的人也会增加，这点也必须要注意。过去，世运商业街没有电梯，搬运行李全靠脚夫。然而为使所有人都能轻松使用9楼的屋顶而安装电梯后，脚夫们丢了工作。尽管他们转而以板车为业，可是在这种关系中，这个地方也可能会引发绅士化现象（曾经落后的原市中心日渐活跃，导致现有居民遭到驱逐的现象）。因此，我们需要调整速度让步行、产业、共同体再生均衡发展，。**吴娥英经理：**现如今，世运商业街的地图正在一点点地改变。艺术家团体举办展览，开始零星地出现独立书店。旅游团也逐渐增加，创造经济创新中心、大学建筑系或设计系的学生、小初中的学生及老师也从全国各地赶来。看着这些变化，我相信，未来世运商业街将表现出充满活力的多样化发展。**朴主容博士：**这个地方正在自然地建立产业进程。我们的任务就是使它能够自发驱动并创收，使它能够一代代延续下去。

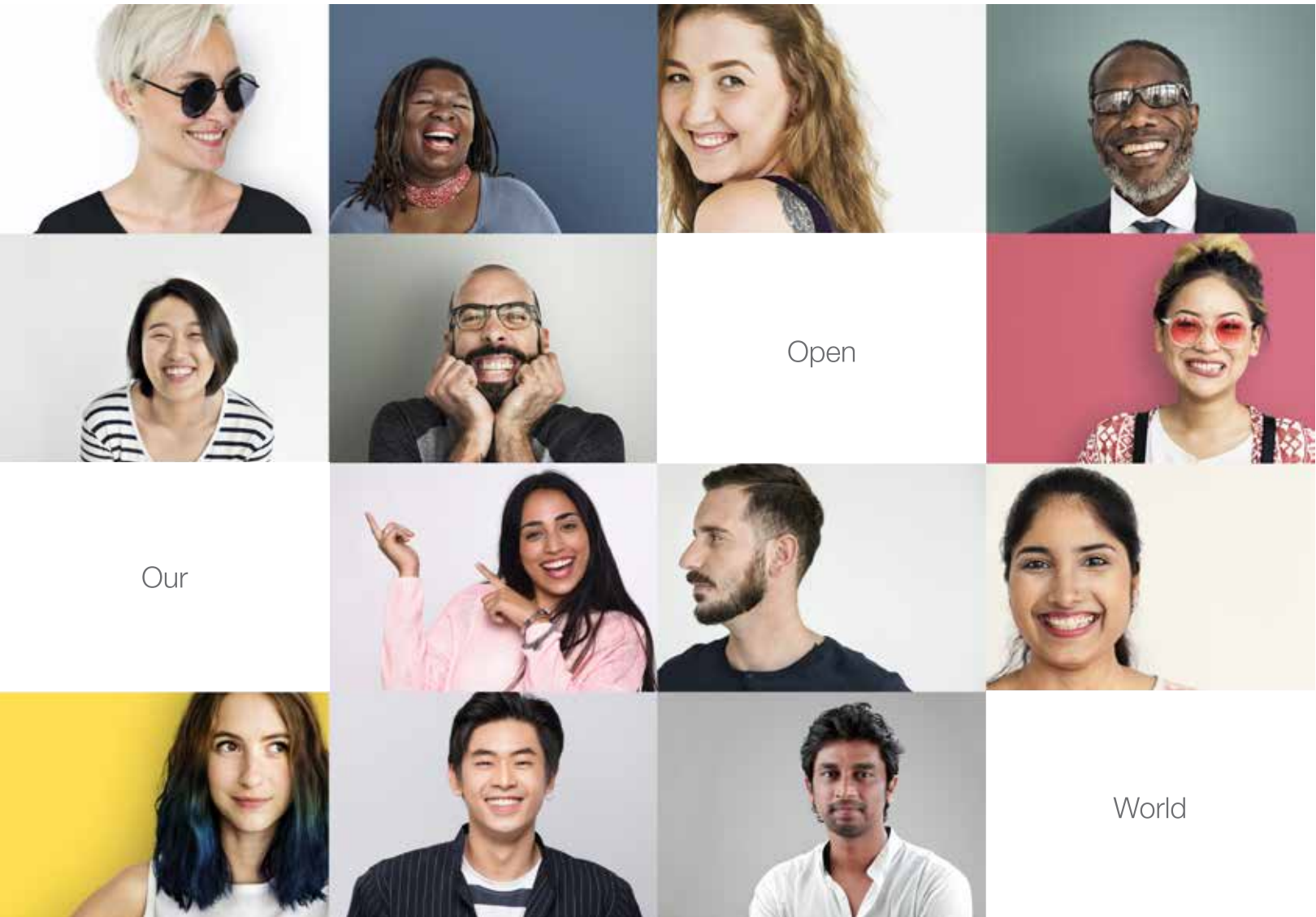
世运商业街在漫长的历史中积累了丰富的技术与经验诀窍，然而在产业流向和地区开发的变化中逐渐被孤立也是不争的事实。即便拥有核心技术，倘若不与外部联系，也将很难取得成功。过去，美国的施乐帕克研究中心曾拥有激光打印、互联网标准以太网、图形用户界面等优秀技术，彼此类似的成员间的内部合作也很卓越，但最终却因不与外部联系的封闭型共同体性质而限制了技术的灵活运用。其技术的广泛传播是在苹果公司与微软公司联系起来以后。朴主容博士表示，希望日后能出现“世运制造”这个品牌。如能利用“重新·世运项目”使世运商业街的成员变得多样化，通过合作建立更紧密的联系，他的愿望将不再是难以实现的目标。期待在世运商业街上步行、制造、生活着的人们可以创造更加多样化的未来。

Variety Is Not Just Needed —It Is Required

Variety is not simply a necessity, but a requirement. Consider the natural environments that sustain our lives. Things are maintained thanks to a variety of living things forming a harmony. Even at a lower scope, from the entire earth down to a continent or to a nation, society, or organization, the value of variety does not diminish. In this respect, Peter Drucker stated: “A homogeneous group may be excellent at tasks with which it is familiar, but it hardly changes, and loses the ability to explore alternatives as it does not consider new information. Even a person less experienced and less capable can contribute to making an organization wiser as he or she joins and refreshes the organization.” An organization becomes stronger when it is active in accepting a variety of members and seeking cooperation.

多样性是必需的

多样性是必需的，而非选择。通过人类生命得以延续的自然环境便可知其因。之所以万物可以维系并持续发展，是因为多种生物形成的和谐平衡的系统。大到整个地球，小到一个组织，多样性的价值都不会改变。彼得·德鲁克表示，同质组织在已经擅长的工作上表现卓著，但不会研究新信息，因此很难作出改变，探索应对方案的能力也会逐渐下降。即使是经验不足、能力稍差的人，将其作为新成员吸收进组织时，组织也可能会变得更明智。就是说，积极接受多样化的成员并开展合作，组织才会变得更加强大。



DIVERSITY OF GENES IN MY BLOOD VESSELS

Momondo, a traveling agency in Denmark, conducted a special event called <Let's Open Our World>, and its video uploaded on YouTube became a hot issue. Momondo gathered people from different nationalities, heard them express the points of pride about their home countries and about other countries, then entrusted an agency with inspection of their genetic characteristics and provided the results of analysis of the individuals' racial characteristics. As participants gathered again to check the analysis results, they were surprised at the variety of races, and some even burst into tears. One British person who was proud of being a British man and hated Germans was shocked at the fact that 5% of his genetic nature was from Germany. One who was proud of being French was shocked to learn that 32% of his genetic makeup was from the British race. And it was found that the blood of ancient Turkish people flowed in the veins of one Kurdish person who despised the Turkish government. Some who participated in this event stated, "This must be conducted for all of humankind as a duty. If people understood how far their roots are spread, there would be no extremists in the world." This event helped the participants to realize the diversity in themselves and to open their minds to others and other nations. This test would be useful in Korea as well. It is often emphasized that Koreans are a racially homogeneous nation, but writer Jeong Hyeon-cheon pointed out in his book entitled *The Power of*

人类血管中的多样DNA

丹麦的旅行搜索引擎网站Momondo曾推出名为“Let's Open Our World”的特别活动，在YouTube上引发热议。Momondo召集不同国籍的人，听取他们对祖国的热爱、对其他民族或国家的看法和感情等，然后委托相关机构对他们的基因和人种做了检查和分析。最终，被调查者重聚时，他们对自己所携带的民族多样性感到惊讶，有的人甚至激动得流下了泪水。一位厌恶人德国的英国人，其自身的基因中有5%来自德国；身为法国人感到非常自豪的人在得知自身有32%的英国血统后大受打击。憎恨土耳其政府的库尔德人身上流着古土耳其人的血。参加活动的人也表示，希望对全人类义务性地实施这项活动。得知自己的族谱正延伸成多条分支后，极端分子将不复存在。该活动不仅让人们明白了自己的基因多样性，也使人们对其他人和其他国家敞开了心扉。该检查在韩国也将派上用场。作家郑贤天在《包容的力量》一书中写道：韩国人总是自称“单一民族”，但这

Magnanimousness that this idea was merely to help Korean people to stay unified and to never give up hope during the Japanese occupation. In history, strangers from other countries flew into Korea in occasions of invasions or cultural exchanges. Found in the genes of Koreans are elements of Chinese, Japanese, and even European descent. Park Gi-hyeon's book entitled *The Naturalized Family Name that Changed Our History* lists naturalized people originally from other countries or nations such as Weltevree from the Netherlands, Sayaga, who used to be a Japanese general, Heo Hwang-ok from Ayodhya, Yi Ji-ran, who was a faithful follower of Yi Seong-gye, and many others. Our ancestors took active measures to turn these foreign immigrants over to their side, granting Korean names and official ranks. It seems that the forefathers had tried harder in those times to embrace, learn from, and make use of people from different races. Many related policies are currently in practice under the term 'multicultural'. Attention needs to be paid, however, to avoiding forcing 'multicultural people' or people from 'other cultures' to accept Korean culture unilaterally and separating them from us. As we accept other cultures and broaden the boundary of Korean culture, the term 'multicultural' should no longer be necessary. Discrimination will disappear with the promotion of cooperation when we finally overcome the prejudice of a racially homogeneous nation and recognize that we are diverse members but all equal in this community.

其实不过是日本殖民统治时期为使国民团结一心而宣扬的希望纽带。纵观历史，可以找到韩国在侵略或文化交流中异乡人流入的记载。其实韩国人的基因中也存在中国人、日本人以及遥远欧洲人的基因。朴启贤在其著作《改变韩国历史的归化姓氏》中曾经提到，荷兰出身的Weltevree、日本降将沙也可、阿踰阇国的许黄玉、李成桂的右臂李之兰等其他国家、其他民族出身的归化人。祖先们积极地利用童话书里的人物给这些人起名、赐官。说不定他们拥有比现代人更为宽广的心胸去包容、学习和运用。今天，我们使用“多文化”一词并推出多项政策。但同时我们也必须认真审视，看看我们是否正在以多文化之名树立边界、将其视为与单一民族“不同的文化”、只向他们强调韩国文化。接受其他文化、扩大韩国文化的底蕴时，“多文化”一词才将变得没有用武之地。打破单一民族的偏见、认识到所有人都是多样平等的成员，歧视才会更快地消失、合作才会更容易实现不是吗？



WHY HAS THE GREAT EXPLORATION OF CHINA BEEN FORGOTTEN?

Few are aware that China had already attempted a great exploration before Europe led the Age of Exploration in the 15th century. From 1405 to 1433, far earlier than 1492 when Columbus initiated his voyage, Zheng He of the Ming Dynasty explored Southeast Asia, Middle East, and even Africa 7 times. Why, then, did the name ‘Zheng He’ disappear in history? The answer is related to the difference between China, which was a unified system under the emperor’s rule, and Europe, where many nations competed with one another. Zheng He initiated the exploratory voyage as commanded by Yung-Lo, the Emperor of the Ming Dynasty, and succeeded. After the Emperor died, however, the powers prohibited ocean navigation, arguing, “Exploration is a waste of national power, since China itself is broad and has a wealth of resources.” The case of Columbus was different in this regard. He was born in Italy, but went to the king of Portugal to request support for exploration. Failing there, he then went to the queen of España and finally obtained her cooperation. Another explorer in the Age of Exploration was Magellan. As the king of his country showed no interest in his plan, Magellan crossed over to España to ask for assistance. He succeeded, and documented the first journey around the world in history. Professor Jared Diamond, who wrote *Guns, Germs, and Steel*, pointed out the geographical and geographical factors while explaining such differences between China and Europe. Because of the complicated topographical features, disunions were common in Europe, and different nations in it developed diversity through competition. In contrast, China’s national topography is relatively monotonous, and was governed by the unified governing system with no securing of diversity. According to the 2015 McKinsey Report, enterprises of great diversity produce far more significant achievements than standardized enterprises, and this idea can be applied to Europe and China in the 15th century.

中国的大航海为何会被世界所遗忘？

大家知道吗？其实早在由欧洲主导的15世纪大航海时代以前，中国就已经完成了大远航。哥伦布的首次航海是在1492年，而早在1405年至1433年间，中国明朝的郑和就已经七次下西洋，远航至东南亚、中东及非洲。但是为什么郑和的名字会在世界历史中消失呢？这可以用皇帝统治下的单一体质的中国和与多国竞争的欧洲的差别作解释。郑和奉明朝永乐皇帝之命开始远航并取得成功，然而皇帝死后，实权者们主张“中国本身就地大物博（土地辽阔、物产丰富），航海远航是浪费国力”，并禁止了郑和进行远洋航海，使其无法再继续进行远航活动。哥伦布则不然。哥伦布出生于意大利，但为完成远航，他找到了葡萄牙国王，在那里他未能得偿所愿，而后他马上又找到西班牙女王，并得到了西班牙女王的支持。大航海时代的另一个探险家麦哲伦，也因本国国王对自己的计划不感兴趣而去往西班牙，在西班牙的支持下创下了人类首次环球航行的记录。《枪炮、病菌与钢铁》的作者贾雷德·戴蒙德教授以地理环境因素为例，对中国与欧洲的这种差异作了说明。在山河复杂交错的欧洲，分裂非常自然，各国能够在竞争中发展多样性，但在地形相对单一的中国，长期以来都作为单一帝国统治，未能确保多样性。2015年的麦肯锡报告指出，与统一化的企业相比，多样性丰富的企业能够取得更大的成就，该结论也可以适用于15世纪的欧洲与中国。



WHAT IF POTATOES AND BANANAS DISAPPEARED

This statement of Peter Drucker is applied to the variety of living things. The natural world would have difficulty overcoming a crisis if it lacked variety. A severe famine struck Ireland in the mid-19th century, resulting in 2 million deaths and 1 million immigrants from among 8 million people. The disastrous famine began with a pestilence on potatoes, which were the principal food for tenant farmers. If there had been more diverse types of potatoes, some might have survived. However, there was only one kind, called the ‘lumper’, all of the same heredity which was vulnerable to infectious diseases. Farmers helplessly perished from hunger until another resistant variety was finally introduced.

There was also a case where a similar situation occurred with bananas. The banana variety that is grown most widely around the globe is the Cavendish. It used to be the Gros Michel, but it caught a fungal disease and ended up being exterminated. Since this type had almost the same gene and was cultivated by planting its cuttings, bananas of this variety all perished due to the infectious disease, just like the potatoes during the severe famine in Ireland. After an extermination of the Gros Michel, multinational enterprises produced the Cavendish, but there is much concern about this as well because there is a high risk of disease infection for this single gene variety. Unless genetic variety is secured, bananas may become a legendary fruit in the future.

In contrast, diverse agricultural genetic resources secure plenty of food as well as financial value, and contribute to sustainable breeding. The Korean native ‘anjeunbaengi wheat (Triticum aestivum)’ is of a short variety. It has multiplied the wheat yield of the CIMMYTT type by eight times. The U.S. collected various bean types from Korea a long time ago and used them as major factors in breeding beans with no unpleasant odor, beans for higher digestion, etc. Wild corn breeds in Mexico contributed significantly to developing corn varieties that are highly resistant to disease and harmful insects. Vinblastine and Vincristine, which used to cure Hodgkin’s disease and acute leukemia of children, were originally extracted from native plants in Madagascar. The U.S. reported that medicines derived from genetic resources were worth from 75.9 to 150 billion dollars.

Likewise, the variety found in nature is essential for humans. Choi Jae-chun, a professor at the Biodiversity Foundation, warned that the extermination of one species may cause the demolition of the entire ecosystem, stating, “Every species in the natural world is interdependent, and anything disturbing that balance cannot be ultimately beneficial to any member of the community.” As a part of this diversity, therefore, humankind must spare no effort to preserve biodiversity.

马铃薯和香蕉消失后

彼得·德鲁克的话同样也适用于生物的多样性。自然界中一旦缺乏多样性，也将很难克服危机。19世纪中叶，爱尔兰大饥荒导致总人口800万人中 200万人死亡、100万人移民。残酷的饥荒源于小耕种者的主食马铃薯染上疫病。倘若马铃薯的品种多种多样，部分品种可能会免于疫病的传染。但由于当时栽种的全都是名为“Lumper”的单一种子，全部植株都具有相同的遗传特性，因此抗传染病全都很差，最终导致在引进耐性更强的其他品种以前，农民们只能坐以待毙、活活饿死。

与之类似的案例还有香蕉。目前全世界栽培范围最广的香蕉品种是卡文迪什香蕉。而此前大米七香蕉曾为主要栽培品种，但最终却因患上霉病而绝种。大米七香蕉通过扦插法繁殖，拥有几乎相同的基因，因此也像大饥荒时的马铃薯一样，在传染病面前全军覆没。大米七香蕉绝种后，跨国企业们研发出了今天的卡文迪什香蕉品种，但由于它也是单一基因，近来对传染病的担忧也在逐渐增加。倘若不能保护遗传多样性，未来香蕉可能也会成为传说中的水果。

相反，多样化的农业基因资源可以保障食物、帮助改良品种、创造经济价值。利用韩国土种矮小麦植株矮小的特点，使国际麦类玉米研究所的小麦产量增加了8 倍。美国过去在韩国收集各种大豆，用作无豆腥味的大豆、消化能力优秀的大豆等大豆育种的主要因素。墨西哥的野生玉米种为研发抗病虫害性强的玉米品种做出了巨大贡献。治疗霍奇金病和儿童急性白血病的长春碱和长春新碱提取自马达加斯加的植物中。有报告称，美国在基因资源中取得的医药品价值约在759亿美元到1500亿美元之间。像这样，自然界的多样性对人类而言也是必不可少的。生命多样性财团的代表崔在天教授表示，构成自然界的所有物种都相互依存，因此打破其平衡时，任何一个成员都无法获益。他还表示，如果哪一天某个物种消失，说不定可能会导致整个生态系统一同崩溃。人类作为多样性的一部分，必须为保护生物多样性而更加努力。

NOROO, Dreaming of the future with one mind

Culture sharing workshop held by NOROO’s agriculture sector

On May 29th, a special culture sharing workshop for new employees of NOROO’s agriculture sector was held in Anyang Headquarters of NOROO Paint & Coatings Co., Ltd. Participants toured NOROO’s history archive and paint production line to learn more about NOROO’s 73 years of history and the significance of NOROO’s chemistry business, the foundation of the NOROO group.

NOROO，同心协力，憧憬未来

农业与生命科学事业部门NOROO文化共享研讨会

5月29日，NOROO涂料股份有限公司安养总公司面向NOROO农业与生命科学事业部门的新职员举办了一场NOROO文化共享研讨会。活动当天，参与者们参观了NOROO史料陈列室和NOROO涂料股份有限公司的涂料生产线，对NOROO集团的化工事业和73年的发展历史有了深刻的体会。



CHEMISTRY AND AGRICULTURE, TWO GROWTH ENGINES OF NOROO

Technologies of NOROO group’s chemistry sector, the growth engine of the group for the past 73 years, is being utilized by the group’s agriculture sector in starting new projects such as distribution, processing and sale of agricultural products, and seed improvement. In 2012, NOROO established NOROO KIBAN Systems Co., Ltd. to research and develop agriculture-ICT fusion solutions and distribute smart farming total solutions. This followed with the establishment of NOROO KIBAN Co., Ltd. for designing and constructing high tech greenhouses and branding agriculture products, and THE KIBAN Co., Ltd. for the seed improvement industry. These efforts are to make agriculture business, which is the key to the development of our future food supply, to become NOROO’s second growth engine. Since NOROO’s founding spirit of ‘patriotic business’ and employee unity was the driving power that led to the growth of the chemistry sector, the newly growing agriculture sector also must share this same spirit. The recent workshop was a great opportunity for the agriculture sector to learn the history and culture of NOROO and to dream of a future all together.

GETTING A FEEL FOR NOROO’S HISTORY, SYSTEMS, AND TECHNOLOGY

The event held in the education hall of Anyang R&D center started with self-introductions of participants, followed by NOROO Paint & Coatings Co., Ltd. Business Strategy Sector Deputy General Manager Kwak Sang-hoon’s speech titled, “The establishment and present of NOROO group,” which described the group’s history and its subsidiary family tree. Nearly forty subsidiary companies, which formerly felt like only statistics on charts, became vividly alive in terms of their actual size and goals when Deputy General Manager Kwak delivered individual companies’ unique stories. After lunch at the cafeteria, participants, guided by General Manager Kim Ki-do and Deputy General Manager Ko Jae-soo of NOROO Paint & Coatings Co., Ltd., toured the history archive located on the ground floor of the main building. The archive displays NOROO’s history by exhibiting historical items such as the “Gamaset” (iron pot), the group’s first paint production equipment. Participants who saw old

两个成长动力，化学与农业生命科学

将NOROO集团73年来的发展原动力——化工产业的技术与经验应用到农业生命科学领域，积极开展农产品的流通、加工、销售及种子开发等新事业。

2012年，成立了(株)NOROO KIBAN Systems，研究开发农业生命科学ICT融合解决方案、提供智慧农场综合解决方案；后来又成立了(株)NOROO KIBAN 开展先进温室设计施工与农产品品牌推广，和种子育种生产企业(株)THE KIBAN。NOROO集团正努力将承担未来粮食重任的农业生命科学事业培养成集团的第二生长动力。NOROO的化学部门之所以能够不断发展壮大至今，离不开为国家未来着想的“事业报国”创业理念以及NOROO人的团结合作与齐心协力，在逐渐呈现出增长态势的农业生命科学产业领域，也要向新进职员共享NOROO的这种精神。对此，本次研讨会将帮助农业生命科学事业部门的成员们理解NOROO的历史与文化，共同憧憬美好的未来。

感受NOROO的历史、组织与技术

安养的中央研究所培训中心筹办的活动以“创业与今天”为主题，由NOROO涂料股份有限公司经营战略组次长郭尚勋对NOROO集团的沿革与子公司结构进行说明。平时只是作为数字存在的40多个子公司和组织结构通过各自的精彩历史故事，让参与者们切身感受到了集团的规模与事业方向性。在内部食堂用完午餐后，参与者们一同前往本馆1楼的史料陈列室，在NOROO涂料股份有限公司部长金基道和次长高在秀的帮助下，参与者们参观了史料陈列室。史料陈列室保存并陈列着公司早期的涂料生产设备等珍贵的历史物品，让参与者



NOROO is making an “unprecedented path” with its two growth engines, the chemistry and agriculture sectors. This workshop, through which NOROO’s business philosophy, vision, key values, and culture were presented, bonded those two engines in a way much stronger than before.

facilities compared to today’s cutting-edge facilities and browsed the improvement of the group said that “We could practically feel the group’s long history.” For the next step, participants toured the production line of water paint, oil paint, and resin to understand the actual process of paint production. General Manager Kim Kap-ho of NOROO Paint & Coatings Co., Ltd. Quality Assurance sector, General Park Chang-young NOROO Paint & Coatings Co., Ltd. Paint Production Team Number 2, and General Manager Lee Myeong-ro NOROO Paint & Coatings Co., Ltd. Resin Production sector instructed the participants who were not familiar to the chemistry field in understanding the principals and process of paint production, with their profound knowledge and expertise.

UNITING IN THE FOUNDING SPIRIT AND AIMING FOR THE FUTURE

Participants who returned to the education hall after learning about the past and present of the group by touring the archive and factories had another opportunity to learn about the philosophy and culture of NOROO through the lecture of President Kim Jang-ho of NOROO Loginet Co., Ltd. President Kim, who joined the group 28 years ago, spoke about many episodes not written in the group’s chronicle, and described the detailed management philosophy and idea of the group that can be summarized by the catchphrase, “NOROO Way.” He

们有机会重温NOROO的历史。看着与今天的先进设备全然不同的历史资料与发展轨迹，参与者们纷纷表示他们切身体会到了集团的悠久历史。紧接着参与者们参观水性和油性涂料、树脂生产线，为参与者们提供了理解涂料实际生产过程的机会。担任向导的NOROO涂料股份有限公司质量管理组部长金甲濂、涂料生产2组部长朴昌泳、树脂生产组部长李明鲁凭借专业性和丰富的见识进行了生动形象的说明，让不熟悉化学部门的参与者们也能轻松理解涂料生产的原理与过程。

秉持创业精神，齐心协力共创未来

通过参观史料陈列室和工厂，体验NOROO的过去与现在，从中央研究所培训中心回来后，参与者们又听取了NOROO物流有限公司的代表金长好精心准备的演讲，再一次在心中深深刻印了NOROO的哲学与文化。金长好代表1990年入职，现已在NOROO集团任职28年，他讲述了企业编年史中没有记载的很多逸事，又详细解释了概括为“NOROO Way”的经营哲学与理念。他表示：“如果在开叉车时也想着‘我是顾客的桥

said, “even when you are simply driving a forklift, think of yourself as ‘a stepping stone of our customers’. Then your whole attitude will change positively.” He added, “by firmly internalizing the founding spirit of “patriotic business” that can be interpreted as ‘business for my country’, you can feel the true value of your work.” President Kim also said that “under NOROO’s culture, which emphasizes ‘caring’, employees can share warm hearts with each other and improve the value of themselves as well as the value of the job itself to contribute to society and accomplish self-improvement.

Participants shared their feeling about the workshop at the end of the event. Assistant Manager Lee Hwa-jin of NOROO KIBAN Systems Co., Ltd. said, “this workshop made me look back at the path NOROO has been through and think about where the operation department of the agriculture sector should go.” Senior Staff Oh Jun-ho of THE KIBAN Co., Ltd., employed less than a month ago, said “just like the instruction for new employees I received before, this workshop made me more complete and improved. I will do my best as a proud member of NOROO group.” Other participants also agreed that they were able to learn the history of the group and become genuine members of NOROO group, and the workshop was a great opportunity to meet other members from different subsidiaries. Through 73 years of history, NOROO has made its own path on the wild land through challenge and innovation. Now NOROO is making an “unprecedented path” with its two growth engines, the chemistry and agriculture sectors. This workshop, through which NOROO’s business philosophy, vision, key values, and culture were presented, bonded those two engines in a way much stronger than before.

梁’，态度就会改变。”他强调只有把‘为了我的祖国’之事业报国的创业精神时刻铭记于心，才能感受到自己所做工作的价值。此外，他还提出了建议，称“在以人与人之间的‘情’为核心的NOROO文化中，必须彼此分享温暖，同时确立工作价值和自我价值，以此为社会作贡献并谋求个人发展。”

活动结束后，参与者们纷纷发表感想，NOROO KIBAN Systems的代理李和珍表示：“本次培训让我有机会回顾NOROO以前走过的路，同时思考农业生命科学事业部未来要走的路。本次培训成了我发现工作价值、努力进取的契机。”入职不到一个月的THE KIBAN主任吴俊濂表示：“继新职员培训后，我又参加了此次培训，两次培训都让我有种一点点充实自己并成长的感觉。”他还表明了自己的抱负，即“作为一名NOROO人，成为一个尽职尽责的人才”。其他参与者们也纷纷感慨，“此次培训让我理解了NOROO的历史，也感受到了身为NOROO人的归属感，同时还让我有机会认识很多子公司的同事并和他们沟通交流。”

在73年的历史中，NOROO坚持以挑战与创新精神，开辟出了一条NOROO自己的路。如今NOROO正凭借化学和农业生命科学两大引擎，为再次重新开辟“前所未有的路”而奋力前行。共享NOROO经营哲学与蓝图、核心价值与文化的本次研讨会，将使这两大引擎更加稳固地结合。



NOROO and TOYOTA, Blossoming with Paint

NOROO-TOYOTA's Joint ‘GREEN ART CAR’ Painting Class

This May, a special class was held at the Toyota exhibition hall in Bundang. This was a ‘GREEN ART CAR’ painting class, where a Toyota vehicle that had been used for 20 years was decorated with flowery patterns using PAN-TONE paint, an eco-friendly premium paint brand of NOROO Paint & Coatings Co., Ltd. The Toyota VIPs invited to this class participated actively, completing a beautiful work.

NOROO与丰田，绽放涂料之花

NOROO-TOYOTA共同开办的GREEN ART CAR彩绘课

5月份，盆唐丰田展厅开设了一个特别的课堂——GREEN ART CAR彩绘课，就是用NOROO涂料股份有限公司的高级环保涂料潘通漆在行驶20年的丰田汽车上绘制花纹的。彩绘课在受邀前来的丰田VIP顾客们的积极参与下共同完成了美丽的作品。



UNITING MINDS FOR ECO-FRIENDLINESS

Air pollution is a major concern of the general public. As the measurements of particulate matter increase to a dangerous degree, administrative offices recommend that people use public transportation in order to lower the rate of passenger cars on the road. As the influence of vehicles on air pollution is significant, the automotive industry has sought to reduce the level of pollution by promoting the use of alternative energy sources in place of petroleum. Toyota also considers eco-friendliness as an important issue to be addressed. Based on continued research on hybrid automobiles, it has released various models and conducted events related to eco-friendliness. As a leader in the eco-friendly paint industry sector, NOROO Paint & Coatings Co., Ltd. has accordingly conducted an event at the exhibition hall of Toyota located in the Bundang area. Last year, it conducted a DIY painting class in which customers were invited to make wooden items and paint them with eco-friendly paint. This time, the company tried to present eco-friendly images by having cars decorated with flowery patterns. Yoo O-young, who planned the event as an assistant manager at the exhibition hall of Toyota in Bundang, stated, “Various environmental activities are conducted at Toyota’s exhibition hall in Bundang, including the 2015 Photo Exhibition of World Endangered Animals and diorama works made with discarded car parts. For customers buying a new car and scrapping the old one, we make figures by using parts of the discarded vehicle. Through this cooperation between NOROO Paint & Coatings Co., Ltd., and Toyota as well as the customers’ participation, we will decorate the 20-year-old car with the beauty of nature.”

在环保中秉持一心

在对大气污染尤为敏感的今天，每次PM2.5指数上升至危险水平时，行政机构都会鼓励民众使用公共交通，以减少汽车运行率。可见汽车对大气污染的影响之大。因此，整个汽车行业都在努力使用能够代替石油的替代能源，以减少污染物的产生。丰田也将环保视为重要课题，不断研究混合动力汽车，发布多种车型，坚持举办环保相关活动。

环保涂料的先驱NOROO涂料股份有限公司也与丰田秉持一心，在盆唐丰田展厅共同举办环保活动。去年开办了由顾客亲手制作木工物件并刷上环保涂料的DIY涂装课，今年则通过在车上绘制花纹传递环保形象。企划活动的盆唐丰田展厅代理刘沅盈表示：“盆唐丰田展厅于2015年举办了世界濒危动物摄影展，利用报废车的汽车零部件制作立体模型等，积极开展各种环保相关活动。同时向购买新车、报废汽车的顾客赠送利用报废车零部件制成的公仔。此次活动旨在通过NOROO涂料股份有限公司与丰田的合作以及顾客的积极参与，给20年的旧车披上美丽的自然外衣。”



WEARING FLOWERS AND RETURNING TO NATURE

The vehicle used in this event was the Avalon model released in the U.S. in 1998. It was bought and used there, until it was later brought to Korea. The owner donated it for this meaningful event, having recently bought the hybrid Toyota Camry. With the flowers painted on this faithful car that had been used for 20 years, it looked like an honorary veteran crowned with flowers. The plethora of flowers, painted one by one by customers using the splendid colors of PANTONE paint, now returned the car to nature. This ‘GREEN ART CAR’ is now on display in the exhibition hall of Toyota in Bundang to cheer up the new cars that are running toward the future, winged with eco-friendly technology. Hopefully the automobiles will be as fragrant as these beautiful flowers in the future.

披着花回归大自然

此次活动使用的车辆是丰田于1998年在美国推出的Avalon，由顾客购买后驾驶，后将车带到韩国。近期因购买混合动力汽车凯美瑞而做出捐赠，使得可以举办此次意义非凡的活动。在行驶20年的汽车上点缀的花朵仿若祝贺汽车光荣退役的花环。这些花因使用潘通漆而更显华丽和色彩鲜明。披上顾客们精心绘制的朵朵花儿衣裳的汽车回归大自然。如今，这辆车作为GREEN ART CAR在盆唐丰田展厅中展出，它将为通过环保技术向未来疾驰的新车加油助威，同时也将勾勒出汽车如鲜花般芳香四溢的未来蓝图。

FLOWERS BLOOMING WITH PAINT

Participants started to gather on the second floor of the Toyota exhibition hall in Bundang on Saturday afternoon when the event was held. Most of them were families with children, who looked excited to be able to paint a car. To them, a car was something with which they had to be careful not to make scratches, but this time, they could paint one with a variety of different colors. No wonder they were all so excited.

“You may paint based on the stencils that we have prepared. Since it is water-soluble paint, it is easy to wash out. Do not worry if you get it on your hands.” As directed by Kwon Mi-kyung, a manager at the NOROO Paint & Coatings Co., Ltd. marketing strategy team, and the instructors, participants took their places and picked up a brush. 15 different colors of PANTONE paint were prepared to represent the beautiful images of nature, including Sachet Pink, Blue Atoll, Vibrant Yellow, and Amethyst Orchid. Flowers started to blossom through each touch of the participants’ brushes.

“It doesn’t stink at all.” “It’s so much fun.” “It’s like the car is turning into a flower garden.” Originally, the event was expected to last for 2 hours, but participants did not put down their brushes even after the time was up. All of the participants, adults and children alike, seemed to be fascinated with painting. While they were leaving the building with hands filled with gifts from Toyota and NOROO Paint & Coatings Co., Ltd., their eyes were all on the car. Within about two hours, the car seemed as if it had been soaked in a shower of flowers.

在涂料中盛放

举办活动的周六下午，前来参与活动的人们开始聚集在盆唐丰田展厅2楼。大部分参与者都是带着子女的家庭型顾客，在得知可以在车上画画后，孩子们闪亮的双眼中充满了期待。与平时必须始终注意不在车上留下划痕不同，该活动为孩子们提供了用多种颜色自然绘画的机会，孩子们当然兴奋不已。

NOROO涂料股份有限公司营销战略组科长权美京与讲师们介绍道：“利用我们准备的模板图案漆涂就可以。由于使用的是水性涂料，所以用水就能轻松擦掉，大家不用担心涂料沾到手上。”参与者们纷纷在各自的位置上提笔绘画。为表现自然的丰富感觉，NOROO准备了Sachet Pink、Blue Atoll、Vibrant Yellow、Amethyst Orchid等15种颜色的潘通漆，这些色彩在参与者的画笔下开出了朵朵鲜花。

参与者们纷纷表示：“一点儿异味都没有”、“太有意思啦”、“汽车好像变成花田啦”，在预订的两小时活动结束后，参与者们依依不舍地放下画笔。不管是孩子还是大人，都以完全沉浸在涂漆的乐趣中。直到拿着丰田与NOROO涂料股份有限公司准备的礼包走出活动现场时，大家的目光才不舍地从汽车上移开。在短短的两个小时内，汽车就如同淋了花雨般实现了大变身。





NOROO GROUP SIGNS STRATEGIC PARTNERSHIP WITH ITALY-BASED ARCHITECTURAL FIRM, 'MIGLIORE + SERVETTO'

NOROO Holdings Co., Ltd.

NOROO控股股份有限公司

NOROO GROUP SIGNS STRATEGIC PARTNERSHIP WITH ITALY-BASED ARCHITECTURAL FIRM, 'MIGLIORE + SERVETTO'

NOROO Holdings Co., Ltd. entered into a strategic partnership agreement with MIGLIORE + SERVETTO (hereinafter M+S Architects), an Italy-based architectural firm, to venture into the global market through new business cooperation and the strengthening of competitiveness. With this agreement signing led by Han Won-seok, Managing Director and the Head of the Business Strategy Division, NOROO Group is poised to unfold the new business to expand its information, experience and influence of the 'color' accumulated for 73 years.

'M + S Architects' is an architectural firm created in 1997 in Milan by Ico Migliore, a space director at the world-famous Italian fashion company Max Mara who oversaw space design at the Museum of Modern Art in New York, and his wife Mara Servetto, an architect. This firm designed the landmarks of various cities in Europe including the Urban Renewal Project in Turin for the 2006 Winter Olympics, and, in Korea, it drew attention by holding the Max Mara Coats! Seoul Exhibition, among other projects. In recent years, it hosted the 70th anniversary event of Minotti, a renowned luxury Italian interior design brand, at the Royal Villa of Monza, attracting much attention from the European media.

In the future, NOROO and M + S Architects will promote various projects and new businesses in Milan, the center of world architecture, fashion and trends, and collaborate with M + S Architect for its foray into the Asian market to provide places to interact with design, cultural and artistic inspiration. This alliance will help enable the NOROO Group to widen its influence in the global markets by expanding its target to markets across Asia and Europe while reflecting and implementing the group's Nomad spirit in its strategy to become a global leading color company.

NOROO集团与意大利建筑事务所“MIGLIORE+SERVETTO”

签署战略合作协议

NOROO控股股份有限公司与意大利建筑事务所“MIGLIORE+SERVETTO Architects（以下称M+S Architects）”签署战略合作协议，意在通过开展新事业合作并加强竞争力进军全球市场。本次合作由纳路控股事业战略部门负责人韩原硕专务负责推进，纳路集团计划通过此次合作将积累了73年的对于“色”的丰富经验和影响力扩大到世界建筑市场。

M+S Architects是世界著名时尚品牌Max Mara的专属空间策划公司，由负责纽约现代美术馆(Museum of Modern Art)的空间设计师Ico Migliore与她的妻子建筑家Mara Servetto于1997年在米兰共同创办成立。M+S Architects因设计2006年都灵冬奥会所推行的“都灵城市再生项目“和位于波兰华沙的”肖邦博物馆“等欧洲各地的地标性建筑而闻名，在韩国也因“Max Mara Coats!首尔展示会”被众人知晓。近来，在蒙扎的皇家别墅（VILLA REALE MONZA）举办了意大利知名家具品牌 MINOTTI公司创立70周年纪念活动，获得了欧洲媒体的广泛关注。

未来NOROO与M+S Architects计划在全球建筑、时尚、流行的中心米兰推行多种项目和新商业活动，助力M+S Architect进军亚洲市场并提供场所，旨在通过设计与文化、艺术灵感的交流推出新的建筑设计。NOROO集团计划通过本次合作将目标市场扩大到亚洲和欧洲地区，进一步向海外延伸集团的影响力，且作为全球领先色彩公司立足于世界，将努力在战略中反映、践行集团的游牧民精神。

NOROO Paint & Coatings Co., Ltd.

NOROO涂料股份有限公司

SUPPORTS MURAL PROJECT TO CREATE PEACE VILLAGE NEAR THE DMZ IN GIMHWA-EUP, CHERWON-GUN

As part of a support to the mural project planned for the Peace Village in Dochang-ri, Gimhwa-eup, Cherwon-gun in Gwangwon Province, NOROO



NOROO PAINT & COATINGS SUPPORTS MURAL PROJECT TO CREATE PEACE VILLAGE NEAR THE DMZ IN GIMHWA-EUP, CHERWON-GUN

Paint & Coatings Co., Ltd. is supplying the entirety of the eco-friendly paints needed for the project. This Peace Village creation project started from April 27th to celebrate the historical April 2018 Inter-Korean Summit while wishing for peace on the peninsula and involves drawing wall paintings symbolizing peace on the walls of 70 houses adjacent to the main road of Dochang Village. The project will continue until November 25th with participation from Gimhwa-eup Office, art teachers in the area and the art clubs of high school students.

Cheorwon Dochang Village holds symbolic importance for peace as it is the closest to the DMZ and located on the way to North Korea. Cheorwon-gun plans to use this opportunity to develop the area into a platform of diverse cultural activities by naming it, "Peace Village." Meanwhile, NOROO Paint & Coatings carried out mural planning and maintenance painting on the walls of the houses. In the future, it plans to participate in the creation of Peace Village by proposing a color plan to revitalize the area. An official from NOROO Paint & Coatings said, "These paintings will be completed with our eco-friendly, water-based paint and will be finished with 'Qfit clearcoat,' a newly developed decolorization prevention agent, to further enhance the preservation of these murals." He added, "We hope that the Peace Village would evolve into becoming that of a display of peace and hope between South and North Korea."

为铁原郡金化邑DMZ附近的和平村建设壁画项目提供支援

NOROO涂料股份有限公司为江原道铁原郡金化邑道昌里和平村的壁画项目提供全套环保涂料。为纪念韩朝首脑会晤的历史性时刻，并祈祷朝鲜半岛的和平，自4月27日起开始实施的和平村壁画项目将在靠近道昌村主道路的70户住宅的墙面上绘制象征和平的壁画。该项目以金化邑办事处和辖区内的美术负责教师及高中生联合美术社团为主力，计划于今年11月25日前完成。

铁原郡金化邑道昌村是距离朝韩非武装地带DMZ最近的村子，位于通往朝鲜的必经之路上，在这里“和平”的意义显得尤为重要。铁原郡借此机会将道昌村命名为“和平之村”，今后这里将作为南北文化交流的平台开展



NOROO PAINT & COATINGS COLLABORATES WITH MARK& ON LIFE PHOTO STUDIO SEASON 2

各种南北合作的文化和观光活动，带动地区发展。纳路涂料有限公司在壁画创作的筹备过程中曾多次考察道昌村，不仅为壁画创作提供涂料，同时为年久失修的房屋墙面进行重修，并为今后地区发展提供色彩企划方案。纳路涂料这次为壁画创作提供的是亲环境水性涂料，同时为使壁画能够长期保持原貌还将特别使用壁画防褪色产品 Qfit清漆。和平之村作为南北和平统一的新象征，将被寄予深切的希望。

NOROO PAINT & COATINGS COLLABORATES WITH MARK& ON LIFE PHOTO STUDIO SEASON 2

NOROO Paint & Coatings cooperated with 'MARK&', an exhibition planning firm, to work on the color collaboration project titled Life Photo Studio Season 2, which will be held until August 5th at S-Factory in Seongsu-dong, Seongdong-gu, Seoul.

Named as one of the most notable exhibitions of 2017, Life Photo Studio Season 2 allows participants to take beautiful photography of themselves within a specially arranged space. In this upgraded exhibition, 24 photography booths are set up on the 924-square-meter lot while NOROO Paint & Coatings art collaboration with the Bellissima Design Research Institute helped bring alive the trendy colors and designs. In particular, the high-chroma colors by Pantone helped create various images for the space to provide a breathtaking experience for visitors. Kim Ji-yeon, CEO of Bellissima Design Research Institute, noted, "Eco-friendly paint products by NOROO Paint & Coatings not only revitalizes the most beautiful colors but also ensures durability to sustain the extended period of regular visitations. We look forward to achieving quite a feat from this exhibition based on our collaboration."

NOROO涂料股份有限公司与MARK&合作开展“人生照相馆第二季”

NOROO涂料股份有限公司与展览企划企业“MARK&”携手，在首尔市城东区圣水洞S Factory举办了“人生照相馆第二季”（截至8月5日）色彩合作项目。

可在特别空间里留下个人美丽照片的“人生照相馆第二季”是2017年最



NOROO PAINT & COATINGS LAUNCHES PREMIUM PAINTS
AIRFRESH INSPIRED BY PANTONE FOR AIR PURIFICATION EFFECT

受关注的展览。全新升级的本次展览在280坪的展厅中设置了24个拍照展位，NOROO涂料股份有限公司与负责插图的“美丽设计研究所”合作，以时尚流行的色彩和设计对展览空间进行了全面装饰。特别是潘通涂料的高彩度颜色，更是将展厅装点得绚丽多彩，使展厅内得以收藏能够最大限度刺激参观者感性的艺术照片。美丽设计研究所的代表金智妍表示，NOROO涂料股份有限公司的环保涂料不仅能演绎最美的色彩，还拥有优秀耐用性，即使长期接待参观者也无需担心褪色问题，期待本次合作可以使展览取得更大的成功。

NOROO PAINT & COATINGS LAUNCHES PREMIUM PAINTS AIRFRESH INSPIRED BY PANTONE FOR AIR PURIFICATION EFFECT

As air pollution grows more and more severe, more attention is being paid to indoor air quality. Finishing materials, furniture and household item emit pollutants such as formaldehyde and radon into the air that cause harm to those who may breathe in such chemicals. It is often attributed to respiratory diseases such as asthma and skin diseases, including atopic skin diseases and even cancer.

In order to address this situation, NOROO Paint & Coatings recently released Premium Paint AirFresh Inspired by PANTONE, a functional eco-friendly paint with air-purifying properties. This product uses physical absorption caused by the electrical tilt to absorb harmful substances in the air and convert them into harmless substances, thus achieves excellent results in improving indoor air quality. Test results by the Korea Conformity Laboratories showed that its absorption rate is 11 times higher than that of standard water paints. Moreover, this Premium Paint AirFresh has been certified for maintaining eco-friendly and antibacterial benefits, as well as obtaining the performance evaluation criteria for absorbing building material, the only green criteria recommendation for residential construction in Korea. It has a wide array of color implementation options with nearly 1,500 types of Pantone colors. When the DIY (do-it-yourself) is all the rage for interior painting, the Premium Paint AirFresh Inspired by PANTONE with various color options and air purification will effectively relieve consumers' troubles.

NOROO涂料股份有限公司推出具有空气净化效果的潘通空气清新漆

随着空气污染问题日益加剧，室内空气也十分令人担忧。装修材料和各种家具、家庭用品都会向空气中释放甲醛、氨等污染物质，进而危害人体健康。这也被认为是哮喘等呼吸道疾病和特应性皮肤病、癌症的元凶。NOROO涂料股份有限公司为改善这种局面，于近期推出了具有空气净化效果的功能性环保涂料——潘通空气清新漆。该产品将电的偏向引起的物理吸附现象应用其中，可吸附空气中的有害成分，将有害成分转化为无害成分，在改善室内空气质量方面具有卓越的性能。韩国建设生活环境试验研究院的试验结果显示，与一般水性涂料相比，空气清新漆具有11倍以上的吸附率，现已取得环保认证标志和抗菌标志，也是韩国国内唯一一款符合健康亲和型住宅建设建议标准，即“吸附建筑材料的性能评估标准”的涂料。同时可使用1500种潘通色自由演绎绚丽色彩。在DIY热潮和室内涂刷备受关注的当下，期待兼具丰富色彩和空气净化效果的潘通空气清新漆能够减少消费者的烦恼。

NOROO PAINT & COATINGS, KOREA TRANSPORTATION SAFETY AUTHORITY AND KEIMYUNG UNIVERSITY TEAMED UP FOR TRAFFIC SAFETY WALL PAINTINGS PROJECT

NOROO Paint & Coatings engaged in a social activity on June 1st in concert with the Korea Transportation Safety Authority to draw wall paintings on the outer walls of Jeungsan Elementary School in Gimcheon-si of Gyeongsangbuk-do under the theme of traffic safety for children. This project was conducted as a part of the series that followed the Share Love Together campaign of which funds are raised by the employees of the KTSA for diverse volunteer activities and the business agreement signed with NOROO Paint & Coatings last April, covering the environmental improvement of families of car accident victims and the socially underprivileged. In this agreement, NOROO Paint & Coatings signed to provide environmentally-friendly paint products necessary to promote environmental improvement projects for families of car accident victims and the socially underprivileged. For this social contribution activity, 40 faculty members and students from the Fashion Marketing Department



NOROO PAINT & COATINGS,
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at Keimyung University participated and used the vivid and beautiful paint colors provided by NOROO Paint & Coatings to draw wall paintings under the theme of road safety for elementary school students through messages of crosswalk safety, obedience of traffic signs, etc. Kwon Byung-yoon, President of the Korea Transportation Safety Authority, was expressed his appreciation saying, "These wall paintings will help children become more familiar with traffic safety rules."

韩国交通安全公团与启明大学开展“交通安全壁画绘制”项目

NOROO涂料股份有限公司与韩国交通安全公团合作，于6月1日在庆尚北道金泉市甌山小学开展了以儿童交通安全为主题的外墙壁画绘制社会公益活动。该活动由韩国交通安全公团全体员工捐款并推进各种志愿活动的“共同分享爱心”项目，以及NOROO涂料股份有限公司4月份签订的“机动车事故受害家庭与社会弱势群体的环境改善”业务合作协议的一个后续活动组成。NOROO涂料股份有限公司与韩国交通安全公团签订协议，决定在公团推进机动车事故受害家庭与社会弱势群体的环境改善项目时提供必要的环保涂料。启明大学服装营销学专业的教授团队和学生等40人参加了此次社会公益活动。本活动以“小学生应当遵守的交通安全守则”为主题，利用NOROO涂料股份有限公司的鲜明色彩，在壁画中传达了安全穿过人行横道、遵守交通信号等信息。韩国交通安全公团的理事长权炳润表示，生动的壁画使孩子们更熟悉交通安全守则，同时对NOROO涂料股份有限公司表示了感谢。

2018 COOL ROOF CAMPAIGN 'COOL THE ROOF, COOL THE HOUSE'

As the summer season nears, NOROO Paint & Coatings resumed the Cool Roof Campaign with the Ten Years After Research Center to install a thermal barrier on the roof or rooftop area. Originally started in 2015 with the Seoul Metropolitan Government, the campaign works to apply the Energy Saver Cool Roof Water Paint by NOROO Paint & Coatings on the roof or rooftop to reduce the surface temperature by over 20°C and room temperature by about 4~5°C. While the standard water repellent coating in green reflects the sun-



2018 COOL ROOF CAMPAIGN 'COOL THE ROOF, COOL THE HOUSE'

light by 15 to 20%, the Energy Saver Cool Roof Water Paint by NOROO Paint & Coatings is made of special pigment to reflect a staggering 80% of heat to cool off the indoors. It is applicable not only to concrete rooftops but also to standard roofs. It has been certified with the ENERGY STAR by the Cool Roof Rating Council (CRRC), a US energy-saving paint certification. In order to improve the residential environment and reduce energy consumption, NOROO Paint & Coatings plans to concentrate on the roof waterproofing material market, currently estimated to worth 200 billion KRW with the Energy Saver Cool Roof Water Paint. In response, NOROO Paint & Coatings and the Ten Years After Research Center prepared a workshop field to learn about 'cool roof' installation and plans to receive applications by June 21st to proceed to the Cool Roof Campaign. Expectations run high for this summer, which is forecast to be hotter than the prior year, for the Energy Saver Cool Roof Water Paint to demonstrate its effect even more effectively.

“让屋顶清爽、让室内清凉”2018清凉屋顶活动（Cool Roof）

NOROO涂料股份有限公司在夏季来临之际，与十年后研究所合作，再一次开展了屋顶和楼顶隔热的“清凉屋顶活动”。2015年与首尔市合作实施的“清凉屋顶活动”通过给屋顶和楼顶涂刷NOROO涂料股份有限公司的“节能小帮手清凉屋顶水性隔热涂料”，使屋顶表面温度降低20度以上、室内温度降低4~5度。一般的绿色防水涂料可以反射15~20%的阳光，而NOROO涂料股份有限公司的“节能小帮手清凉屋顶水性隔热涂料”利用特殊颜料，可以反射80%以上的热量，进而有效降低室内温度。混凝土屋顶和一般屋顶均可施工，现已取得美国的节能型涂料认证——CRRC（Cool Roof Rating Council）的ENERGY STAR认证。NOROO涂料股份有限公司为改善顾客的居住环境并节约能源，计划用“节能小帮手清凉屋顶水性隔热涂料”集中攻克约2000亿规模的屋顶防水材料市场。为此，NOROO涂料股份有限公司和十年后研究所筹备了可以熟悉清凉屋顶涂料施工方法的研讨会活动，并积极开展了“清凉屋顶活动”。有意者于6月21日前提交申请。今年夏天预计比往年更加闷热，期待“节能小帮手清凉屋顶水性隔热涂料”的效果更加明显。



NOROO CHEMICALS CO., LTD. AND NOROO R&C CO., LTD. HELD THE 2018 NEW MATERIAL BG LABOR-MANAGEMENT HANMAEUM SPORTS DAY



THE KIBAN CO., LTD. SIGNS A MUTUAL EXCHANGE BUSINESS AGREEMENT WITH YÜKSEL TOHUM IN TURKEY

NOROO Chemicals Co., Ltd. /
NOROO R&C Co., Ltd.
NOROO化工有限公司 / NOROO特种树脂有限公司

2018 NEW MATERIAL BG LABOR-MANAGEMENT HANMAEUM SPORTS DAY
NOROO Chemicals Co., Ltd. and NOROO R&C Co., Ltd. held the 2018 New Material BG Labor-Management Hanmaeum Sports Day at the water reservoir sports park in Seonbu-dong of Ansan-si on June 2nd to share in each other's company. The sports day was commenced with warm-up activities for everyone to enjoy, including recreational games, group rope jumping, footvolley, etc., and served as a good opportunity to check the solidarity of the team. The final session, held as a relay, demonstrated fierce competition as the runners did their best to pull off a victory. A total of 90 employees participated in this event and it was wrapped up with the prize ceremony and lucky drawing.

召开2018新材料BG劳资同心运动会
NOROO化工有限公司·NOROO特种树脂有限公司于6月2日在安山市仙府洞水库体育公园内召开了“2018新材料BG劳资同心运动会”，共同度过了一段愉快的时光。运动会在热身操中拉开序幕，由各种娱乐游戏和团体跳绳、足球等项目组成，所有人都乐在其中，同时也让大家有机会显示并见证小组的凝聚力。特别是最后进行的接力赛项目，参与者们用尽浑身解数、极速飞奔，使观众们的助威热情也变得更加高涨。本运动会共有90余人参加，颁奖仪式上为员工颁发了丰厚奖品，并进行了幸运大抽奖，以此圆满落下帷幕。

THE KIBAN Co., Ltd.
THE KIBAN有限公司

THE KIBAN CO., LTD. SIGNS A MUTUAL EXCHANGE BUSINESS AGREEMENT WITH YÜKSEL TOHUM IN TURKEY
THE KIBAN Co., Ltd. (CEO: Choi Gyu-seoul) signed a mutual exchange business agreement with Yüksel Tohum, a seed company based in Turkey, to venture into global markets and build cooperative relationships centralized around seeds. Headquartered in Turkey, Yüksel Tohum is actively engaged in the studying of various seeds, while its dedication is acknowledged by the Turkish government by receiving certification as a seed research institute and foundation, resulting in its being highly trusted in the global market as well. This agreement is expected to enable the two companies to undertake mutual exchanges, sales and distribution, resulting in win-win benefits by introducing superior vegetable varieties in the overseas and domestic markets. Choi Kyu-seol, CEO of THE KIBAN, remarked, “We will make a concerted effort through this agreement to contribute to the revitalization of the domestic agricultural economy by introducing more specialized varieties in the domestic market, while further solidifying our position in the international vegetable seed market.”

THE KIBAN与土耳其Yuksel Tohum签订业务交流合作协议
THE KIBAN（代表崔圭高）为开拓海外市场、建立种子相关合作关系，与土耳其种子企业Yuksel Tohum签订了业务交流合作协议。总公司位于土耳其的Yuksel Tohum现已取得土耳其政府的种子研究院财团认证书，研究活动非常活跃，是一家在全球市场上拥有高信誉度的种子专业企业。通过该业务合作协议，将促使双方企业开展业务交流与销售流通活动，在国内外市场上推出优秀蔬菜品种，实现双赢。崔圭高代表表示，我们将努力借助本次合作夯实THE KIBAN在海外蔬菜种子市场的地位，并在韩国国内推出具有专业性的品种，以贡献于韩国农业经济发展。



<Dasi (Again) Sewoon Project> This is “Sewoon Tech book Lounge” where Dr. Park Ju-yong and Marketing Manager Oh Ah-young of Cooperation Support Center had a laugh during an interview. If you have a chance to visit Sewoon Shopping Plaza, be sure to check out Sewoon Tech book Lounge. There is a great selection of fun books about science and technology. Smile and have a great time while sitting in a comfortable lounge, like Dr. Park and Ah-young!

“重新·世运项目”合作支援中心的朴主容博士和宣传经理吴娥英在接受采访时开怀大笑的地方，就是“世运技术书吧休息室”。大家有机会去世运商业街的话，一定要去“世运技术书吧休息室”转转哦。这里有很多有趣的科学、技术类书籍。大家也可以像他们一样在凉爽的休息室里开怀大笑！



GREEN ART CAR painting class started preparing early in the morning and ended in the evening, far after the main event was finished. Standing beside the flower-painted car, two diligent instructors look just like flowers. Assistant Manager Yoo O-young of Toyota and Manager Kwon Mi-kyung of NOROO Paint & Coatings Co., Ltd. taught customers the joy of car-painting and turned an old car into a work of art conveying the beauty of living flowers.

GREEN ART CAR彩绘课从上午正式开始准备，直到的晚上才落下帷幕。两位站在画满花的车前，他们的笑容人也灿若鲜花。为顾客送上彩绘的乐趣，给旧车披上清新美丽的鲜花外衣，他们就是盆唐丰田展厅的代理刘晔盈和NOROO涂料股份有限公司的营销战略组科长权美京。



New employees of NOROO's Agriculture sector visited Anyang headquarters of NOROO Paint & Coatings Co., Ltd. pose for a picture in front of a statue of former President Han Jeong-dae before the start of the NOROO culture workshop. Who will be in NOROO's 100th anniversary picture? We dream of such a day with excitement.

为参加NOROO文化研讨会而齐聚NOROO涂料股份有限公司安养总公司的农业生命科学事业部门新职员们站在主楼前，在前会长韩鼎大的铜像前拍照留念。NOROO创立100周年时又会有哪些人留下哪些照片呢？让我们以热情之心一同翘首期待吧。