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对话

20141123 对话马云 员工真心话 马云大冒险

*Machine translation
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We are looking for such people,

我们正在寻找这样的人，

Their innovation is not an established rule.

他们**创新**不是**既有的**规则。

创新 (chuàng xīn) innovation; to bring forth new ideas; to blaze new trails. **有的** (yǒu de) (there are) some (who are...); some (exist).

Ali people must see the acquired sun.

阿里人必须看到**后天**的太阳。

阿里 (ā lǐ) Ali (proper name); Imam Ali ibn Abu Talib (c. 600-661), cousin, aid and son-in-law of the Prophet Mohammed 穆罕默德, the fourth Caliph 哈里发 of Islam, reigned 656-661, and the first Imam 伊玛目 of Shia Islam; Ngari prefecture in Tibet, Tibetan: Mnga' ris. **后天** (hòu tiān) the day after tomorrow; acquired (not innate); a posteriori.

They break the monopoly of the giants.

他们**打破****巨头**的**垄断**。

打破 (dǎ pò) to break; to smash. **巨头** (jù tóu) tycoon; magnate; big player (including company, country, school etc); big shot. **垄断** (lǒng duàn) to enjoy market dominance; to monopolize.

Do things with a high failure rate,

要做**失败率高**的事，

Do what others dare not do.

要做**别人不敢做**的事。

They stick to their ideals,

他们**坚持理想**，

No matter how they evaluate,

无论他们如何评价，

They are never satisfied with the status quo,

他们**从不****安于现状**，

从不 (cóng bù) never. **安于现状** (ān yú xiàn zhuàng) to take things as they are (idiom); to leave a situation as it is; to be happy with the status quo.

Dream of changing the world,

梦想**改造**世界，

改造 (gǎi zào) to transform; to reform; to remodel; to remold.

They will always be so halo.	他们永远是这样 光环 满身。	光环 (guāng huán) halo; ring of light. 满身 (mǎn shēn) covered all over.
Correct,	对,	
But this has already become the emperor of the world,	但是这个已经 全世界 称帝了,	全世界 (quán shì jiè) worldwide; entire world.
In terms of jokes, it is not equal.	从笑话讲上也不是一个等量级。	
The other one did come to learn today,	另外一个今天来也确实来学习了,	
Including the largest IPO and so on,	包括最大的IPO 等等 这些,	等等 (děng děng) et cetera; and so on ...; wait a minute!; hold on!.
I don't know much about this,	我对这个没有那么了解,	
But after careful understanding,	但仔细了解了以后,	
I think it's really amazing.	我觉得还真的是挺了不起的。	
And I pay attention to one detail,	而且我注意一个细节,	
I think it's great,	我觉得特别棒,	
I think there is a bell or something,	我看有一个叫 敲钟 还是一个什么,	敲钟 (qiāo zhōng) to sound a bell; (of a clock) to chime.
In the end, it seems that not all our presidents went up.	最后好像不是我们的所有的总裁们 上去 。	上去 (shàng qù) to go up.
Come,	来,	
Shall we review the moment when the bell rings?	我们 回顾 一下敲钟的 瞬间 好不好?	回顾 (huí gù) to look back; to review. 瞬间 (shùn jiān) in an instant; in a flash. 好不好 (hǎo bu hǎo) (coll.) all right?; OK?.
It's not you who ring the bell on it,	在 上面 敲钟的不是你,	上面 (shàng miàn) on top of; above-mentioned; also pr. (shàng mian).
Was this decision made before going abroad?	这个决定是在 出国 之前就做好了吗?	出国 (chū guó) to go abroad; to leave the country; emigration.
Correct,	对,	
During this ceremony,	这个 仪式 的时候,	仪式 (yí shì) ceremony.
Our own partners,	我们自己的 合伙人 ,	合伙人 (hé huǒ rén) partner; associate.

Alibaba executives had a small discussion,

阿里巴巴的高管有过一个小小的讨论,

阿里巴巴 (ā lǐ bā bā) Ali Baba, character from The Arabian Nights. 高管 (gāo guǎn) executive; senior management; (contraction of 高级管理). 小小 (xiǎo xiǎo) very small; very few; very minor.

Who is going on earth?

到底谁去。

Who goes up is the most suitable.

谁上去是最合适的。

At that time we asked ourselves this question,

当时我们问我们自己这个问题,

We work so hard,

我们这么努力,

We have been so lucky for 15 years,

我们这么幸运的走了15年,

What do we hope?

我们到底希望什么?

Who do we hope to succeed?

我们到底希望谁成功?

The purpose of all these efforts is to let those small sellers,

这么努力的目的是让那批小的卖家,

小的 (xiǎo de) I (when talking to a superior). 卖家 (mài jiā) seller.

Small businesses,

小的商家、

商家 (shāng jiā) merchant; business; enterprise.

consumer,

消费者,

消费者 (xiāo fèi zhě) consumer.

Those couriers,

那些快递人员,

快递 (kuài dì) express delivery.

Only they succeeded,

只有他们成功了,

We have the meaning of success,

我们才有成功的意义,

We can only succeed if they succeed,

他们成功我们才能成功,

So I think when I made this point at the moment,

所以我觉得我那一刻讲这个观点的时候,

All the people in Ali applaud,

阿里的所有的人鼓掌,

Just do it like this,

就这么弄,

Just do it.

就这么干。

I remember the chairman of the NYSE brought 8 people to the door,

我记得纽交所的董事长把8个人带到门口,

纽交所 (niǔ jiāo suǒ) abbr. for 纽约证券交易所 (niǔ yuē zhèng quàn jiāo yì suǒ). 董事长 (dǒng shì zhǎng) chairman of the board; chairman. 门口 (mén kǒu) doorway; gate.

Standing for the last second I went up and said please go up,

Are you sure you can't go up?

I said I won't go up.

You have to change your mind before that moment.

We are not doing it for everyone to see,

Because for us to ring the bell one more time,

Ring the bell once did not change us,

Maybe we didn't have this chance,

There is another chance.

And his impression of his life may change greatly this time,

So I think if we can do something,

Can change the lives of others,

You should do it desperately.

Among the 8 representatives standing at the ringing bell today,

We invited a few of them,

We ask them to show themselves.

Hello everyone,

I'm Brigitte Huang,

站在我最后上去的一秒钟说请你上去,

你确定不上去?

我说我不上去了。

你要改变主意还来得及在那一刻。

我们不是为了做给大家看,

因为对我们来讲多敲一次钟,

小敲一次钟对我们没改变,

也许我们没有这次机会,

还有另外一次机会。

而他这一次机会也许对他人生一生的印象变化会很大,

所以我觉得假设我们能做点事情,

对别人的一生能有改变的,

就应该不顾一切的去。

今天站在敲钟现场的这8位代表当中,

我们请来了其中的几位,

我们请他们自我亮相一下。

大家好,

我是黄碧姬,

秒钟 (miǎo zhōng) (time) second.

来讲 (lái jiǎng) as to; considering; for.

一生 (yī shēng) all one's life; throughout one's life.

不顾一切 (bù gù yī qiè) reckless; regardless of everything.

现场 (xiàn chǎng) the scene (of a crime, accident etc); (on) the spot; (at) the site.

自我 (zì wǒ) self; ego (psychology). 亮相 (liàng xiàng) to strike a pose (Chinese opera); (fig.) to make a public appearance; to come out in public (revealing one's true personality, opinions etc); (of a product) to appear on the market or at a trade show etc.

碧 (bì) green jade; bluish green; blue; jade. 姬 (jī) woman; concubine; female entertainer (archaic).

Is one of the 8 bell ringers,

是8位敲钟人之一，

之一 (zhī yī) one of (sth); one out of a multitude; one (third, quarter, percent etc).

It is Taobao's cloud customer service.

是**淘**宝的云客服。

淘 (táo) to wash; to clean out; to cleanse; to eliminate; to dredge.

When did you know that you would have the opportunity to ring the bell on behalf of Ali?

你是什么时候知道你**将**会有机会代表阿里去敲钟？

什么时候 (shén me shí hou) when?; at what time?. **将会 (jiāng huì)** auxiliary verb introducing future action: may (be able to); will (cause); should (enable); going to.

It was indeed the night before the bell struck.

确实是敲钟的**前**一天晚上才知道，

前一天 (qián yī tiān) the day before (an event).

We only knew it shortly after arriving in the United States,

就是我们**抵**达美国后不久才知道的，

抵达 (dǐ dá) to arrive; to reach (a destination). **不久 (bù jiǔ)** not long (after); before too long; soon; soon after.

I didn't know that the whole impact would be so big until the bell was struck.

敲钟完之前我都不知道整个影响会那么大。

What impact did you see later?

后来你看到的影响是什么？

For me, the meaning may be that I went out of the country,

对于我自己的意义可能是我**走**出了国门，

走出 (zǒu chū) to leave (a room etc); to go out through (a door etc).

But it also makes sense to my hometown,

可是对我家乡**那**边也特别有**意**义，

那边 (nà bian) over there; yonder. **有意义 (yǒu yì yì)** to make sense; to have meaning; to have significance; meaningful; significant; worthwhile; important; interesting.

Agricultural e-commerce,

农业**电**商，

电商 (diàn shāng) e-commerce (abbr. for 电子商务 (diàn zǐ shāng wù)); (old) to negotiate by telegram or telephone.

My home also cooperates with Ali,

我家那边也有跟阿里**这**边合作，

这边 (zhè biān) this side; here.

When I ring the bell this time, more people also learned about my hometown.

我这次敲钟也有更多**人**群了解到我的家乡，

人群 (rén qún) crowd.

Can help the introduction of agricultural products more smoothly.

可以帮助**农**产品**推**出更顺利。

农产品 (nóng chǎn pǐn) agricultural produce. **推出 (tuī chū)** to push out; to release; to launch; to publish; to recommend.

What costume did you wear when you ring the bell?

你敲钟的时候穿的什么服装？

I wear three (inaudible 00:04:02).

我穿的是(听**不**清00:04:02)三个。

不清 (bù qīng) unclear.

Correct,

对，

The pinyin of each of us is abbreviated above.

由我们**每个人**的名字拼音**简写**在上面。

每个人 (měi ge rén) everybody; everyone. **简写** (jiǎn xiě) to write characters in simplified form; the simplified form of a character; to abbreviate (a word or expression); to write in simple language.

Where is that T-shirt now?

那件**T恤衫**现在保留在哪?

恤衫 (xù shān) shirt (loanword).

Right there,

就在现场,

There is also the signature of our entire team behind this dress.

这件衣服后面还有我们整个去的团队的**签名**。

签名 (qiān míng) to sign (one's name with a pen etc); to autograph; signature.

Who is the other one?

还有另外一位是哪一位?

I am He Ningning, the representative of Peach Girl,

我是**桃女郎**的代表何宁宁,

女郎 (nǚ láng) young woman; maiden; girl.

And then one of the eight bell ringers,

然后也是八个敲钟人之一,

seriously,

说真的,

Alibaba Taobao changed me a lot,

阿里巴巴淘宝对我改变非常大,

I am an autistic teacher,

我是一名**自闭症**的老师,

自闭症 (zì bì zhèng) autism.

Standing on the bell ring of Ali Baba,

站在阿里巴巴的敲钟**台上**,

台上 (tái shàng) on stage.

Suddenly I found out that I can promote this thing,

突然让我发现我可以把这个事情推广**出去**,

出去 (chū qù) to go out.

So more people may know about them,

所以更多人可能会知道他们、

Will understand them,

会了解他们,

Thank you very much Alibaba,

非常谢谢阿里巴巴,

They worked hard for fifteen years,

他们努力了**十五年**,

十五 (shí wǔ) fifteen; 15.

Let us stand on this stage.

让我们站在这个台上。

Before knocking,

在敲之前,

When we waved to everyone when we were up there,

我们在**上面**的时候跟大家**招手**的时候,

面的 (miàn dì) abbr. of 面包车的士 (miàn bāo chē dī shì); minivan taxi. **招手** (zhāo shǒu) to wave; to beckon.

He is giving us a thumbs up below,

他是在**下面**给我们**竖起大拇指**,

在下面 (zài xià miàn) underneath. **竖起大拇指** (shù qǐ dà mǔ zhǐ) to give a thumbs-up; to express one's approval.

My tears came out at the time,

当时我**眼泪**都出来了，

眼泪 (yǎn lèi) tears; crying.

Really touched.

真的很感动。

But I think the greatest joy of listening to them is not the result you see,

可是我觉得听他们在讲最大的快乐不是你看到的结果，

But the thing behind the result,

而是结果**背后**的东西，

而是 (ér shì) rather. **背后** (bèi hòu) behind; at the back; in the rear; behind sb's back.

And some results you did not expect.

以及有些结果你是没有**想到的**。

想到 (xiǎng dào) to think of; to call to mind; to anticipate.

We only know that if we do this,

我们只知道我们如果这么做，

It expresses our wishes,

表达的是我们的**意愿**，

意愿 (yì yuàn) aspiration; wish (for); desire.

We want them to succeed,

我们是希望他们成功，

Nothing is stronger than this desire.

没有比这个**意愿**更强烈。

Does the matter of going public have any special significance to you personally?

上市这件事情对你**本人**来讲有着**什么样的**特殊意义吗？

上市 (shàng shì) to hit the market (of a new product); to float (a company on the stock market). **本人** (běn rén) the person himself; I (humble form used in speeches); oneself; myself; in person; personal. **有着** (yǒu zhe) to have; to possess. **什么样** (shén me yàng) what kind?; what sort?; what appearance?.

If I speak from the real me in my heart,

如果我从**内心**真正的我来讲，

内心 (nèi xīn) heart; innermost being; (math.) incenter.

This is not a good thing,

这不是**好事**，

好事 (hǎo shì) good action, deed, thing or work (also sarcastic, "a fine thing indeed"); charity; happy occasion; Daoist or Buddhist ceremony for the souls of the dead.

Not what I want.

不是我要的。

You came out with that photo on the Internet,

网上那张照片你特别**气宇轩昂**的走出来，

气宇轩昂 (qì yǔ xuān áng) to have an imposing or impressive appearance; impressive appearance; straight and impressive looking.

The text above is that you ignored me yesterday,

上面配的文字是昨天你对我爱答**不理**，

不理 (bù lǐ) to refuse to acknowledge; to pay no attention to; to take no notice of; to ignore.

Tomorrow I will make you too high.

明天我让你**高攀**不起。

高攀 (gāo pān) social climbing; to claim connections with people in higher social class.

I never said anything like this,

我也没说过这样的话，

Because you didn't understand you before,

Your company is too small,

Your business model is not understood by everyone,

It's normal not to invest money in you,

It's not normal to invest money in you,

Right?

So I think I will go this time today,

People gave so much money at once,

I said they were not giving money,

It gives trust.

Let's introduce a video from N years ago,

In fact, Mr. Jack Ma is also familiar with this video.

All the price you will pay in the next three to five years,

What we got at this time is not this house,

But 50 such houses.

But playing with information and soft,

Chinese people are never worse than others,

因为你以前大家**看不懂**你,

你公司太小,

你的**商业模式**大家**听不懂**,

不投钱给你是正常的,

投钱给你才是**不正常**,

对吧?

所以我觉得今天这次去,

人家一下子给这么多钱,

我说他们给的不是钱,

给的是信任。

让我们来**引入**N年前的一段**视频**,

其实马云先生对这段视频也很熟。

未来**三五年**你所**付出**的所有**代价**,

这时候我们所得到的不是这套**房子**,

而是50套这样的房子。

但是玩信息玩软的,

中国人脑袋**绝不**比别人差,

看不懂 (kàn bu dǒng) unable to make sense of what one is looking at.

商业模式 (shāng yè mó shì) business model. **听不懂** (tīng bu dǒng) unable to make sense of what one is hearing.

不正常 (bù zhèng cháng) abnormal.

人家 (rén jiā) household; dwelling; family; sb else's house; household business; house of woman's husband-to-be. **一下子** (yī xià zi) in a short while; all at once; all of a sudden.

引入 (yǐn rù) to draw into; to pull into; to introduce. **年前** (nián qián) before the end of the year; before the new year. **视频** (shì pín) video.

三五 (sān wǔ) several; three or five. **付出** (fù chū) to pay; to invest (energy or time in a friendship etc). **代价** (dài jià) price; cost; consideration (in share dealing).

房子 (fáng zi) house; building (single- or two-story); apartment; room.

中国人 (zhōng guó rén) Chinese person. **绝不** (jué bù) in no way; not in the least; absolutely not.

The brains of all of us here are
by no means worse than
anyone else,

我们**在座**的所有人的脑袋绝不比
任何人差，

在座 (zài zuò) to be present.

This is how we dare to fight the
Americans.

这就是我们敢跟**美国人**斗。

美国人 (měi guó rén) American; American person;
American people.

The price we paid for the next
three to five years is very heavy.

我们为后面的三五年所付出的代
价是非常**惨重**，

惨重 (cǎn zhòng) disastrous.

Only this painful price,

只有这样的**惨痛**的代价，

惨痛 (cǎn tòng) bitter; painful; deeply distressed.

Will win our future success.

才会**赢得**我们未来的**取得**的成
功。

赢得 (yíng dé) to win; to gain. **取得** (qǔ dé) to acquire;
to get; to obtain.

Then the goal is to go public on
Alibaba in 2002.

那么目标是2002年阿里巴巴上
市。

In fact, when I was talking,

其实当时在讲的时候，

I think we have not changed
one thing over the years,

我觉得我们这么多**年来**有一样东
西没变过，

多年来 (duō nián lái) for the past many years.

Is faith,

就是**信念**，

信念 (xìn niàn) faith; belief; conviction.

We believe this will succeed,

我们相信这事情会成功，

We are not successful, others
will succeed,

我们不成功别人也会成功，

It's just that we are not smart
enough,

只是我们**不够**聪明，

不够 (bù gòu) not enough; insufficient; inadequate.

Not working hard enough,

不够努力，

But adjust yourself in time.

不过**适时**的调整自己**这样子**。

适时 (shì shí) timely; apt to the occasion; in due
course. **这样子** (zhè yàng zi) so; such; this way; like
this.

Seeing the listing in 2002,

看到2002年上市，

In fact, 2002 was quite funny,

其实2002年挺逗的，

The company almost
disappeared in 2002.

2002年**差一点**公司**没了**。

差一点 (chà yī diǎn) see 差点 (chà diǎn). **没了** (méi
le) to be dead; not to be, or cease to exist.

Because sometimes you
imagine it well,

因为你**有的时候**设想好，

有的时候 (yǒu de shí hòu) sometimes; at times. **设
想** (shè xiǎng) to imagine; to assume; to envisage;
tentative plan; to have consideration for.

We just want to have a dream,

我们就想梦想**一定要有**，

一定要 (yī dìng yào) must.

What if it is done?	万一 成了 呢?	成了 (chéng le) to be done; to be ready; that's enough!; that will do!.
But there is still a word left,	但是还得有 一句话 没说,	一句话 (yī jù huà) in a word; in short.
What if it fails?	万一 不成 呢?	不成 (bù chéng) won't do; unable to; (at the end of a rhetorical question) can that be?.
The probability of failure is very high.	不成的 概率 很大的。	概率 (gài lǜ) probability (math.).
We did not expect the internet in 2001,	我们 没想到 internet在2001年、	没想到 (méi xiǎng dào) didn't expect.
Suddenly in 2002 (foreign text 00:07:25) suddenly the bubble burst,	2002年突然(外文 00:07:25)突然 泡沫 破掉了,	外文 (wài wén) foreign language (written). 泡沫 (pào mò) foam; (soap) bubble; (economic) bubble.
It came down.	咣 下来了。	咣 (guāng) (onom.) bang; door banging shut.
We say it's a gas station when listed,	上市我们说是加油站,	
The car must continue to drive forward after refueling,	汽车加了油还得继续 往前 开,	往前 (wǎng qián) to move forwards.
25 billion copies now,	现在250亿本,	
It's not that if you give you 25 billion dollars, you can sleep.	不是说给你250亿 美金 你可以睡觉了,	美金 (měi jīn) US dollar; USD.
That's not the case,	不是那么 回事 ,	回事 (huí shì) (old) to report to one's master.
The 25 billion you make you do harder,	这250亿你让你干的 更狠 ,	狠 (hěn) ruthless; fierce; ferocious; determined; to harden (one's heart); old variant of很(hěn).
Do better.	干得更出色。	
So what I wanted when I was young,	所以年轻的时候想要的东西,	
After getting older,	年纪大了以后,	
You find this is not what you want,	你发现这不是你要的,	
But you later discovered that the greatest treasure was what you experienced?	但是你后来发现最大的宝贵 财富 是你经历了什么?	财富 (cái fù) wealth; riches.
Your experience is still your most important.	你的经历还是你最重要。	
God is very smart,	上帝是很聪明,	

He will let you live until you are about 100 years old.

他就让你活到个100岁左右没了，

You don't have a brain when you have a body,

你有身体的时候不太有**脑子**，

脑子 (nǎo zi) brains; mind.

When I have a brain, my body is dysfunctional,

有**脑子**的时候身体**不行了**，

不行了 (bù xíng le) (coll.) on the point of death; dying.

You seem to think that this happened?

你似乎想原来这么回事情？

Getting older.

年纪大了。

Life is always full of shortcomings.

人生总是充满了**缺憾**。

缺憾 (quē hàn) a regret; sth regrettable.

So when old people tell you these things,

所以**老年人**跟你讲这些事情的时候，

老年人 (lǎo nián rén) old people; the elderly.

He doesn't quite believe it,

他不太会相信，

By the time I believe it, I am already old,

等到相信的时候年纪已经大了，

等到 (děng dào) to wait until; by the time when (sth is ready etc).

There will be no chance again.

再来一次就没有机会了。

I'm very lucky,

我很幸运，

I lived ten years earlier than the average person,

我比一般的人年龄早活了十年、

Eight years,

八年，

Understand a lot of clear things.

看懂了很多明白**事儿**。

看懂 (kàn dòng) to understand what one is reading or watching. **事儿 (shì r)** one's employment; business; matter that needs to be settled; (northern dialect) (of a person) demanding; trying; troublesome; erhua variant of 事 (shì).

Jiang Fang sat there that day, right?

蒋芳那天也坐在那儿是吧？

蒋 (jiǎng) surname Jiang; refers to Chiang Kai-shek 蒋介石. **那天 (nà tiān)** that day; the other day. **在那儿 (zài nà r)** (adverbial expression indicating that the attention of the subject of the verb is focused on what they are doing, not distracted by anything else); just ...ing (and nothing else).

We should talk about 18 people sitting there,

我们应该讲18个人坐在那，

There are 19 people with camera.

加上**摄像**的人有19个人。

加上 (jiā shàng) plus; to put in; to add; to add on; to add into; in addition; on top of that. **摄像 (shè xiàng)** to videotape.

Jiang Fang was one of the
eighteen arhats at the time,

蒋芳是当时的**十八罗汉**之一，

十八 (shí bā) eighteen; 18. **罗汉 (luó hàn)** abbr. for 阿罗汉 (ā luó hàn).

Will everyone be excited after
listening?

当时**大伙**听完了之后会**热血沸腾**
吗？

大伙 (dà huǒ) everybody; everyone; we all. **完了 (wán le)** to be finished; to be done for; ruined; gone to the dogs; oh no. **热血沸腾 (rè xuè fèi téng)** to be fired up (idiom); to have one's blood racing.

can see,

能看到，

In fact, all of us listening here
are very solemn.

其实我们在座的在听的人都**神情**
很**肃穆**的。

神情 (shén qíng) look; expression. **肃穆 (sù mù)** solemn and respectful; serene.

Correct,

对，

Special focus.

特别**专注**。

专注 (zhuān zhù) concentrated; single-mindedly devoted to.

passionate,

热血沸腾，

It can't be very solemn.

不可能很肃穆的。

不可能 (bù kě néng) impossible; cannot; not able.

That's because Ma is always a
very good speaker,

那是因为马总是一个特别优秀的
演讲高手，

那是 (nà shì) (coll.) of course; naturally; indeed. **高手 (gāo shǒu)** expert; past master; dab hand.

Or because of what,

还是因为什么，

Let everyone be so focused?

让大家能够这么**全神贯注**？

全神贯注 (quán shén guàn zhù) to concentrate one's attention completely (idiom); with rapt attention.

Not,

不是，

Because of this,

因为是这样，

Every time he focused on his
dreams,

他**每次**专注的讲起梦想来，

每次 (měi cì) every time.

We are not ashamed to
interrupt him.

我们也不**不好意思**打断他。

不好意思 (bù hǎo yì si) to feel embarrassed; to find it embarrassing; to be sorry (for inconveniencing sb). **打断 (dǎ duàn)** to interrupt; to break off; to break (a bone).

Are you telling the truth?

说实话了吗？

说实话 (shuō shí huà) to speak the truth; truth to tell; frankly.

truth,

实话，

It's true.

真是实话。

真是 (zhēn shì) indeed; truly; (coll.) (used to express disapproval, annoyance etc about sth).

We don't know when it will be
realized,

我们不知道到底实现的时候，

Just as Mr. Ma said back then,

是如马总**当年**讲的**那样**,

当年 (dàng nián) that very same year. **那样** (nà yàng) that kind; that sort.

Is it better or worse?

还是更好或者更糟一点?

But why do we think he is so powerful?

但是我们觉得他怎么这么有**劲儿**?

劲儿 (jìn r) erhua variant of 劲 (jìn).

Always say so sure what the future will be.

老是这么确定的说未来一定会怎样。

老是 (lǎo shi) always.

Actually we were very strange back then,

其实**那时候**我们挺奇怪的,

那时候 (nà shí hou) at that time.

How do we think he can see it?

我们想他怎么看得到的?

Because neither reason nor logic can be derived,

因为**理智**和**逻辑**都**推导**不出来,

理智 (lǐ zhì) reason; intellect; rationality; rational. **推导** (tuī dǎo) derivation; to deduce.

The thing he said has something to do with a team like ours.

他说的那个东西跟我们这样的团队**有关**。

有关 (yǒu guān) to have sth to do with; to relate to; related to; to concern; concerning.

This sentence makes me feel as if you are an abnormal person,

这句话让我觉得好像你是一个**非正常**的人,

非正常 (fēi zhèng cháng) abnormal; irregular.

Things that cannot be deduced by reason and logic,

理智和**逻辑**推导不出来的事,

You can make it.

你都能把它做成。

The time I spend is different from the time others spend,

我花的时间跟别人花的时间**不一样**,

不一样 (bù yī yàng) different; distinctive; unlike.

Without them, they can do things sensibly and objectively,

没有他们能够很**理智**和**客观**的去**做事情**,

做事 (zuò shì) to work; to handle matters; to have a job.

I can't have this opportunity to think about these issues.

我就不可能有这样的机会去**思考**这些问题了,

So I know that people don't necessarily believe what I say,

所以我知道大家**不一定**会相信我所说的事,

不一定 (bù yī dìng) not necessarily; maybe.

But everyone has no choice.

但是大家也**没什么**选择。

没什么 (méi shén me) nothing; it doesn't matter; it's nothing; never mind.

When I went public in 2007, I told my colleagues,

2007年上市的时候我跟同事讲,

Are we people really smart?

我们这些人难道真很聪明?

We couldn't recruit people at that time,

我们那时候人还招**不到**,

不到 (bù dào) not to arrive; not reaching; insufficient; less than.

Stay in the company and sit down with the millionaires,	留在公司坐在下面那帮 百万富翁 、	百万富翁 (bǎi wàn fù wēng) millionaire.
Multimillionaire,	千万富翁 、	富翁 (fù wēng) rich person; millionaire; billionaire.
At that time, as long as we were not too disabled on the road, we were recruited.	那时候我们只要 路上 不是太 残疾 的人都被我们 招来了 、	路上 (lù shàng) on the road; on a journey; road surface. 残疾 (cán jí) disabled; handicapped; deformity on a person or animal. 招来 (zhāo lái) to attract; to incur.
When people hear Alibaba, Internet can't participate, Say we work hard,	人家一听阿里巴巴, 互联网都不能参加, 说我们很努力,	
There are more people working harder than us.	比我们努力的人 多了去了 。	多了去了 (duō le qù le) (coll.) aplenty; millions of.
what is the reason?	原因是什么?	
A very important reason is that they persisted,	一个很重要的原因是他们坚持了,	
Those who think they are smart,	那些自认为很聪明的人,	
Very capable person,	很能干的人,	
Were dug up by a headhunting company,	都被 猎头公司 挖 去了,	猎头 (liè tóu) headhunting (executive recruitment); headhunter (profession); headhunting (tribal custom). 挖 (wā) to dig; to excavate; to scoop out.
Or start your own business.	要不自己 创业 去了。	创业 (chuàng yè) to begin an undertaking; to start a major task; to initiate; to venture; venture; entrepreneurship.
People like us did not headhunters to pull us,	我们这些人也没 猎头 来拉我们,	
No choice,	也没选择,	
There is no other good company,	也没其他好公司,	
Just stay,	那就待着吧,	
Wait, wait, wait,	待着待着还待成了,	
Basically it looks like this.	基本上 就是这个样子。	基本上 (jī běn shàng) basically; on the whole.
Life is so wonderful,	人生就是这么 奇妙 ,	奇妙 (qí miào) fantastic; wonderful.

Actually speaking from the heart,

其实说**心里话**,

心里话 (xīn lǐ huà) (to express one's) true feelings; what is on one's mind; secret mind.

If there is another chance,

如果再**有一次**机会,

有一次 (yǒu yī cì) once; once upon a time.

Second chance in life,

人生**第二次**机会,

第二次 (dì èr cì) the second time; second; number two.

I don't want to do this job anymore,

我不愿意再干这个工作了,

Alibaba is too hard.

阿里巴巴太辛苦了。

This was originally for fun,

这本来是玩的事儿,

Now everyone regards you as something that you must do,

现在大家都把你**当做**好像必须你干的事儿,

当做 (dàng zuò) to treat as; to regard as; to look upon as.

Then becomes a responsibility,

那就**变成**责任了,

变成 (biàn chéng) to change into; to turn into; to become.

So I think we have to think of new ways in the end.

所以我觉得最后还得想想新办法。

Alipay, which has received much attention,

备受关注的**支付宝**,

备受 (bèi shòu) to fully experience (good or bad). **支付宝** (zhī fù bǎo) Alipay, online payment platform.

When will it be listed?

什么时候会上市呢?

I haven't said anything,

我**倒是**没有讲过什么,

倒是 (dào shì) contrary to what one might expect; actually; contrariwise; why don't you.

But it should be said that Alipay will definitely be listed,

但是应该来讲**支付宝**一定会上市,

Xiaowei Financial Services,

小微金服,

The main purpose of listing is not for more money,

上市的主要目的不是为了更多的钱,

But to allow more participants to share.

而是让更多**参与者**能够分享。

参与者 (cān yù zhě) participant.

Also regretful,

也很遗憾,

Alibaba has no way to list on A shares,

阿里巴巴没有**办法**在**A股**上市,

有办法 (yǒu bàn fǎ) can find methods; resourceful; creative. **股** (gǔ) thigh; part of a whole; portion of a sum; (stock) share; strand of a thread; low-level administrative unit, translated as "section" or "department" etc, ranked below 科 (kē); classifier for long winding things like ropes, rivers etc; classifier for smoke, smells etc: thread, puff, whiff; classifier for bands of people, gangs etc; classifier for sudden forceful actions.

various reasons.	各种原因。	
I hope Alipay has this opportunity,	我希望支付宝有这个机会,	
So everyone is working together,	所以大家都在共同的努力,	
Allow participants to share.	让参与者能够分享。	
Without the strong economic development of this country,	没有这个国家 强大 的经济的发展,	强大 (qiáng dà) large; formidable; powerful; strong.
There is no such policy of reform and opening up 30 years ago,	没有30年以前 改革开放 的这种 政策 ,	改革开放 (gǎi gé kāi fàng) to reform and open to the outside world; refers to Deng Xiaoping's policies from around 1980. 政策 (zhèng cè) policy.
This is not a cliché,	这不是 套话 ,	套话 (tào huà) polite phrase; conventional greetings; cliché; to try to worm facts out of sb.
I feel that I am the biggest beneficiary of Deng Xiaoping's reform and opening up.	我自己觉得我是 邓小平 改革开放最大的 受益者 。	邓小平 (dèng xiǎo píng) Deng Xiaoping (1904-1997), Chinese communist leader, de facto leader of PRC 1978-1990 and creator of "socialism with Chinese characteristics". 受益 (shòu yì) to benefit from; profit.
But if we talk about the purpose of Deng Xiaoping's reform and opening up,	但是如果说邓小平改革开放的目的,	
I hope 30 years later,	希望30年以后,	
We can also do bottom-up reforms and improvements,	我们也能够做 自下而上 的改革完善,	自下而上 (zì xià ér shàng) bottom-up.
This is our duty.	这是我们的 职责 。	职责 (zhí zé) duty; responsibility; obligation.
If 30 years later, you have to wait for the leadership to issue documents for reform,	如果30年以后还要等领导发文件改革,	
Our society has not progressed.	我们社会就没进步了。	
Without this era,	没有这个时代,	
Without this country,	没有这个国家,	
There is no huge opportunity for China's domestic demand,	没有巨大这个 中国 内需的机会,	个中 (gè zhōng) therein; in this.
There can be no us.	就不可能有我们。	
So the next job is to get more people involved,	所以 接下来 的工作是让更多人参与,	接下来 (jiē xià lái) to accept; to take; next; following.

The idea of ecology is to participate together, share together.

生态的思想就是共同参与, 共同分享。

生态 (shēng tài) ecology.

What you said at the scene of the last “Dialogue”,

上一次《对话》现场你说的,

An ecosystem you worry about,

你担心的一个生态圈,

生态圈 (shēng tài quān) ecosphere.

In fact, it is still one of the important content of your thinking.

目前其实也依然是你思考的重要内容之一。

In the heart of Mr. Ma Yun,

在马云先生的心里,

What does this ecosystem look like,

这个生态圈长什么样,

Let's show it to everyone.

我们给大家来看看。

看一看 (kàn yī kàn) to have a look.

Year 1999,

1999年,

Alibaba.com was established,

Alibaba.com成立,

This foreign trade platform is for Chinese manufacturers and international buyers,

这一外贸平台为中国厂商和国际买家,

外贸 (wài mào) foreign trade. 厂商 (chǎng shāng) manufacturer; producer. 买家 (mǎi jiā) buyer; client.

An online trade channel was added.

加设了在线贸易通道。

通道 (tōng dào) Tongdao Dong autonomous county in Huaihua 怀化 (huái huà), Hunan.

After B to B in 2003,

2003年在B to B之后,

Alibaba entered C to C,

阿里巴巴进军C to C,

进军 (jìn jūn) to march; to advance.

Taobao was born,

淘宝网诞生,

淘宝网 (táo bǎo wǎng) Taobao Marketplace, a Chinese website for online shopping. 诞生 (dàn shēng) to be born.

Taobao has become synonymous with online shopping in the future.

淘宝成为了日后的网购代名词。

日后 (rì hòu) sometime; someday (in the future). 网购 (wǎng gòu) Internet shopping; to purchase online. 代名词 (dài míng cí) pronoun; synonym; byword.

Between millions of merchants and hundreds of millions of consumers,

在数百万商家和数亿消费者之间,

数百万 (shù bǎi wàn) several million. 和数 (hé shù) sum (math.). 之间 (zhī jiān) between; among; inter-.

Information Flow,

信息流、

Logistics,

物流、

物流 (wù liú) distribution (business); logistics.

Cash flow,	资金流、	
The stream is endless.	川流不息。	川流不息 (chuān liú bù xī) the stream flows without stopping (idiom); unending flow.
Alipay came into being,	支付宝应运而生,	应运而生 (yìng yùn ér shēng) to emerge to meet a historic destiny (idiom); to arise at an opportune time; able to take advantage of an opportunity; to rise to the occasion.
Logistics Express,	物流快递、	
Banks keep joining,	银行不断加入,	
Become an indispensable and important role in the retail e-commerce ecosystem.	成为零售电商生态中不可或缺的重要角色。	零售 (líng shòu) to retail; to sell individually or in small quantities. 不可或缺 (bù kě huò quē) necessary; must have.
Year 2014,	2014年,	
Alibaba went public in the United States,	阿里巴巴赴美上市,	赴 (fù) to go; to visit (e.g. another country); to attend (a banquet etc).
Globalization has become a new proposition.	全球化成为新的命题。	全球化 (quán qiú huà) globalization. 命题 (mìng tí) proposition (logic, math.); to assign an essay topic.
Double Eleven in 2014,	2014年的双十一,	双十一 (shuāng shí yī) see 光棍节 (guāng gùn jié).
AliExpress,	速卖通、	
Taobao Overseas and Tmall International,	淘宝海外和天猫国际,	海外 (hǎi wài) overseas; abroad.
Extending the e-commerce ecosystem,	将电子商务生态圈的外延,	电子商务 (diàn zǐ shāng wù) e-commerce. 外延 (wài yán) extension (semantics).
Expanded to more than 220 countries around the world.	拓展到了全球220多个国家。	拓展 (tuò zhǎn) to expand. 多个 (duō ge) many; multiple; multi- (faceted, ethnic etc).
Well-known overseas brands,	海外知名品牌商、	知名 (zhī míng) well-known; famous.
Large supermarkets,	大型商超、	
Online retail platform,	在线零售平台、	
Postal logistics,	邮政物流、	邮政 (yóu zhèng) postal service; postal.
bank,	银行,	
Even the government,	甚至是政府,	
All joined in this online shopping spree.	都加入到这次网购狂欢。	狂欢 (kuáng huān) party; carousal; hilarity; merriment; whoopee; to carouse.

Customs,	海关、	
Commodity inspection,	商检、	商检 (shāng jiǎn) to inspect goods.
The bonded area strongly supports,	保税区鼎力支持,	保税区 (bǎo shuì qū) duty-free district; tariff-free zone; bonded area. 鼎力 (dǐng lì) (honorific) your kind efforts; thanks to your help.
The e-commerce global ecosystem is taking shape.	电子商务全球化生态圈初见雏形。	雏形 (chú xíng) embryonic form; fledgling stage; prototype.
When our company was founded 15 years ago,	我们这家公司15年成立的时候,	
Hope to help small businesses succeed,	希望帮助小企业成功,	小企业 (xiǎo qǐ yè) small enterprise.
To help small entrepreneurs succeed,	帮助小的创业者成功,	创业者 (chuàng yè zhě) entrepreneur.
Help Huang Bo be like me,	帮助黄渤和我一样这样,	渤 (bó) same as 渤海 (bó hǎi), Bohai Sea between Liaoning and Shandong; Gulf of Zhili or Chihli.
Others don't seem to turn their heads to look at it.	别人看起来不会转过头来看的。	看起来 (kàn qǐ lai) seemingly; apparently; looks as if; appear to be; gives the impression that; seems on the face of it to be. 过头 (guò tóu) to overdo it; to overstep the limit; excessively; above one's head; overhead. 来看 (lái kàn) to come and see; to see a topic from a certain point of view.
Actually we walked through,	其实我们走过,	走过 (zǒu guò) to walk past; to pass by.
Maybe at that time,	可能那时候,	
Who would take us seriously?	谁会把我们当回事儿?	当回事儿 (dàng huí shì r) erhua variant of 当回事 (dàng huí shì).
But if you want to help a single small business today,	但是今天要想帮助单个小的企业,	单个 (dān ge) single; alone; individually; an odd one.
Small individuals,	小的个人,	
It's very tiring.	是很累的。	
So what we designed is an ecosystem,	所以我们设计的是一个生态系统,	生态系统 (shēng tài xì tǒng) ecosystem.
In the ecosystem,	在生态系统里面,	
Everyone will help,	大家一起来帮助,	
Help yourself by helping others.	通过帮助别人来帮助自己。	

So many people actually fight independently?	就很多人其实是独立作战的?	
Correct,	对,	
Everyone fights independently,	大家都独立作战,	
Survive separately.	各自 生存 。	生存 (shēng cún) to exist; to survive.
Our idea today does sound a bit crazy,	我们今天这个 想法 确实 听起来 有点crazy,	想法 (xiǎng fǎ) way of thinking; opinion; notion; to think of a way (to do sth). 听起来 (tīng qǐ lai) to sound like.
Kind of crazy.	有点疯狂。	
What are you doing so hard?	那你费这么大劲 干嘛 呢?	干嘛 (gàn ma) what are you doing?; whatever for?; why on earth?.
If what you say is what you think,	如果你说的事情是你想的,	
What you do is what you say,	你做的是你说的,	
So these things you do must be what you really love.	所以你做的这些事情必须得是你真正爱的。	
these things,	这些东西,	
I just want to do this by this mouth.	我就想干这个靠这口。	
Because we all treat business as an empire,	因为我们大家把商业都将当 帝国 看,	帝国 (dì guó) empire; imperial.
I underestimate commercial facilities myself,	我自己 低估 商业设施,	低估 (dī gū) to underestimate; to underrate.
How good I do.	我做得多厉害。	
In fact, for Ali,	其实对阿里来讲,	
We hope that this ecological industry is healthy,	我们希望是这个生态业健康,	
The various species in the ecology will be healthier.	生态里面的各种 物种 就会越健康。	物种 (wù zhǒng) species.
You did too much,	你做了太多的事,	
Others can understand,	别人看得懂,	
There are also some incomprehensible.	也 有一些 看不懂的。	有一些 (yǒu yī xiē) somewhat; rather; some.

To understand is to know,

看得懂是知道说,

There is a close connection between him and the construction of your ecosystem.

他跟你的生态圈的**建造**之间是有密切联系的。

建造 (jiàn zào) to construct; to build.

But there are some,

但也有一些,

They feel that they are not in contact with your ecosystem.

他们就觉得跟你的生态圈好像联系不到**一块儿**,

一块儿 (yī kuài r) erhua variant of 一块 (yī kuài).

For example,

比如说,

Come,

来,

Let's look at these things.

我们看看这些事儿。

Year 2014,

2014年,

You launched a mobile game platform,

你推出了**手游**的平台,

手游 (shǒu yóu) mobile game; abbr. for 手机游戏.

In March 2014,

2014年的3月,

US\$2 million invested in Baicheng Travel.

200万**美元****入股**了百程旅行。

美元 (měi yuán) American dollar; US dollar. **入股** (rù gǔ) to invest.

In March 2014,

2014年的3月,

6.2 billion Hong Kong dollars invested in Cultural China.

62亿**港币**入股了文化中国。

港币 (gǎng bì) Hong Kong currency; Hong Kong dollar.

In March 2014,

2014年的3月,

6.5 billion invested in Huashu Media.

65亿入股了华数**传媒**。

传媒 (chuán méi) media.

In April,

4月份,

月份 (yuè fèn) month.

1.34 billion U.S. dollars invested in AutoNavi Map.

13.4亿美元入股了高德地图。

June,

6月,

Spend 1.2 billion to buy 50% of the shares of Guangzhou Evergrande.

斥资12亿购买了**广州恒大**50%的**股份**。

斥资 (chì zī) to spend; to allocate funds. **广州** (guǎng zhōu) Guangzhou subprovincial city and capital of Guangdong; Canton. **恒** (héng) permanent; constant; fixed; usual; ordinary; rule (old); one of the 64 hexagrams of the Book of Changes (䷟). **股份** (gǔ fèn) a share (in a company); stock.

October,

10月,

Invested in Hollywood.

投资了**好莱坞**。

好莱坞 (hǎo lái wù) Hollywood.

There are many rumors that Jack Ma had a drink once.

坊间很多**传闻**说马云喝了一次酒，

坊间 (fāng jiān) street stalls; bookshops; in the streets. **传闻** (chuán wén) rumor.

Then he bought 50% of Evergrande.

然后就买了恒大50%的股份。

the first,

第一，

I do not know either,

我也不知道，

Most of them don't understand me now,

大多数现在看不懂我了，

大多数 (dà duō shù) (great) majority.

Did they understand it 15 years ago?

那15年前他们就看懂了？

You said they were pretending to understand you today,

你说他们今天都是装着看懂你，

Then to interpret these?

然后来**解读**这些？

解读 (jiě dú) to decipher; to decode; to interpret.

Actually an investment,

其实一个投资，

Assuming that even the old lady who buys stocks on the street can understand,

假设连**街上**买股票的**老太太**都能看懂的话，

街上 (jiē shang) on the street; in town. **老太太** (lǎo tài tai) elderly lady (respectful); esteemed mother.

That would be a big trouble.

那麻烦就大了。

Because tactics and strategy are not the same.

因为**战术**和**战略**是不一样的。

战术 (zhàn shù) tactics. **战略** (zhàn lüè) strategy.

Tactics,

战术，

Basically what you did today everyone understands,

你基本上今天做的事情大家都明白，

You did this.

你原来干这个。

That's just tactics,

那只是战术，

The real strategy,

真正的战略，

You think about the future.

你去思考未来。

So some investments in Ali,

所以对阿里的有些投资，

Everyone can understand,

大家能看懂，

Some investments don't understand,

有些投资看不懂，

It's all normal.	都很正常。	
Ali once said,	阿里曾经讲过,	
We don't make games.	我们不做游戏。	
Is this an investment field that you will never set foot in?	这个是你永远都不会涉足的一个投资领域?	涉足 (shè zú) to set foot in; to step into; to become involved for the first time.
Correct,	对,	
Why were we opposed to games?	我们当时为什么反对游戏?	
Because at that time when gaming was the leading industry in China,	因为那时候把游戏作为中国的主导产业的时候,	主导 (zhǔ dǎo) leading; dominant; prevailing; to lead; to direct; to dominate. 产业 (chǎn yè) industry; estate; property; industrial.
I am more opposed,	我是比较反对的,	
Because we are a family of children,	因为我们是一个孩子的家庭,	
Everyone plays games,	大家都玩游戏,	
In fact, it is bad for children's development.	其实对孩子发展是不好的。	
Your child today,	你今天的孩子,	
What do you want him to do in the future,	你希望他未来是怎么样,	
Just feed him what kind of spiritual and cultural food today.	你就今天喂他什么样的精神文化粮食。	
Correct.	对。	
You go to see Hong Kong today,	你去看今天的香港,	香港 (xiāng gǎng) Hong Kong.
More than ten years ago,	十几年以前,	十几 (shí jǐ) more than ten; a dozen or more.
The newspapers talk about the stupidity of the mainland every day,	报纸这样的每天讲大陆怎么愚蠢,	大陆 (dà lù) continent; mainland. 愚蠢 (yú chǔn) silly; stupid.
How unlucky for the CCP,	中共怎么倒霉,	中共 (zhōng gòng) abbr. for 中国共产党 (zhōng guó gòng chǎn dǎng), Chinese Communist Party.
More than ten years later,	十多年以后,	
This is how the child grows up.	孩子长出来就这样。	

What kind of movies do we show our children today,

我们今天给孩子看什么样的电影，

What kind of spiritual and cultural products to enjoy,

享受什么样的精神文化产品，

What kind of person he will be after ten years,

十年以后他就是怎么样的人，

This is a very important seed.

这是一个很重要的seed。

So our Ali will have two major industries in the next ten years,

所以我们阿里未来十年有两大产业，

One is the health industry,

一是健康产业，

One is the happiness industry.

一个是快乐产业。

So football,

所以至于足球，

以至于 (yǐ zhì yú) down to; up to; to the extent that....

How hot football is now,

足球现在多热，

You also play football.

你们也搞足球。

I think football is a kind of cultural thinking,

我对足球是一种文化思考，

Because of Chinese football,

因为中国的足球，

The core of football is the teamwork team spirit.

足球的核心就讲teamwork团队精神，

团队精神 (tuán duì jīng shén) group mentality; collectivism; solidarity; team spirit.

11 people played like one person,

11个人踢得像一个人一样，

This is football.

这是足球。

I look at our current football,

我看看我们现在的足球，

11 people played like 110 people.

11个人踢得像110个人一样。

From now on,

要从现在开始，

It took 16 years to reach the World Cup,

花16年时间打入世界杯，

世界杯 (shì jiè bēi) World Cup.

This is all thinking about the future.

这都是对未来的思考。

Ali is an ecosystem,

阿里是个生态系统，

We do not invest in Alibaba itself,

我们不为阿里巴巴自己投资，

We invest in the ecosystem.

我们为生态系统投资。

From the perspective of the perfection of your ecosystem,

那从你们生态**体系**的完善来说,

体系 (tǐ xì) system; setup.

Are there any other fields that you will not enter?

目前还会有什么样的领域是你坚决不会进入的吗?

In fact, the areas of investment that we reject every day far exceed,

其实我们每天**否决**掉的投资的领域**远远超过**,

否决 (fǒu jué) to veto; to overrule. **远远超过 (yuǎn yuǎn chāo guò)** surpassing by far.

This is just a few out of a few hundred.

这种是大概几百个里面挑出了这么一些**而已**。

而已 (ér yǐ) that's all; nothing more.

I often say that you pester others when you have no money.

我经常讲没钱的时候你**缠**着别人。

缠 (chán) to wind around; to wrap round; to coil; tangle; to involve; to bother; to annoy.

When you have money,

有钱的时候,

All kinds of people haunt you,

各种各样的人缠着你,

各种各样 (gè zhǒng gè yàng) various kinds; all sorts.

There are too many opportunities.

机会太多了。

The CEO's job is to say no,

CEO的职责**就是说**no,

就是说 (jiù shì shuō) in other words; that is.

Does not fit our future development,

不**吻合**我们未来发展的,

吻合 (wěn hé) to be a good fit; to be identical with; to adjust oneself to; to fit in.

Does not fit our mission,

就不吻合我们的**使命**,

使命 (shǐ mìng) mission; long-term task to which one devotes oneself; a calling.

Not around making the world not difficult to do business,

不围绕着让天下没有难做的生意,

Does not help small businesses,

不帮助小企业,

Things that don't help consumers,

不帮助消费者的事情,

We must not do it.

我们一定不做。

After we entered, we just messed around,

我们进入以后只是**瞎捣乱**,

捣乱 (dǎo luàn) to disturb; to look for trouble; to stir up a row; to bother sb intentionally.

We don't do it either.

我们也不做。

Sitting in front of everyone today,

今天坐在大家面前的,

It's Jack Ma who you can understand or don't understand.

Our "Dialogue" program launched a global event to ask Jack Ma,

Let's see what kind of questions they will ask.

Mr. Ma Yun smiled.

Now you are the richest man,

Do you think the gap between the rich and the poor is getting wider?

If you are to levy an 80% tax to reduce the gap between rich and poor,

Do you agree?

I have also been thinking about why I am so upset recently.

Is it too much money?

Not happy.

The reason for not being happy,

It may be that everyone regarded me as the richest man,

Because this is not me.

Money is a big trouble,

Everyone thinks that you don't have backache when you stand and talk.

Think about how much I can spend,

How many beds can you sleep?

是一个你看得懂或者是看不懂的马云。

我们的《对话》节目**发起**了一个全球问马云的活动，

我们来看看他们会**提出**什么样的问题。

马云先生笑了。

现在你成了**首富**，

有没有觉得**贫富差距**越来越大了？

如果说对你**征收**80%的税来减少贫富差距，

你同意吗？

我也是一直在想我最近为什么那么不高兴。

是钱太多了吗？

没高兴起来。

没高兴起来的原因，

可能就是大家把我当了**首富**，

因为这不是我。

钱是很大的麻烦，

大家觉得你现在**站着说话不腰疼**。

你**想想看**我能花多少钱，

你能睡几张床？

发起 (fā qǐ) to originate; to initiate; to launch (an attack, an initiative etc); to start; to propose sth (for the first time).

提出 (tí chū) to raise (an issue); to propose; to put forward; to suggest; to post (on a website); to withdraw (cash).

首富 (shǒu fù) richest individual; top millionaire.

有没有 (yǒu méi yǒu) (before a noun) Do (you, they etc) have ...?; Is there a ...?; (before a verb) Did (you, they etc) (verb, infinitive)?; Have (you, they etc) (verb, past participle)? **贫富差距** (pín fù chā jù) disparity between rich and poor.

征收 (zhēng shōu) to levy (a fine); to impose (a tariff).

站着说话不腰疼 (zhàn zhe shuō huà bù yāo téng) it's all very well to talk, but getting things done is another matter (idiom); to be an armchair expert; to blabber on.

想想看 (xiǎng xiǎng kàn) to think about it.

How many bowls of rice can you eat?	你能吃几碗饭?	
So this is not what I want.	所以这个不是我要的。	
If you say billions of dollars,	如果你说几十亿的钱,	十亿 (shí yì) one billion; giga-
When you think it's your money,	你认为是你的钱的时候,	
Your disaster is already on you.	你的灾难已经全在你身上了。	灾难 (zāi nàn) disaster; catastrophe. 身上 (shēn shang) on the body; at hand; among.
You will be overwhelmed by it.	你会被它压垮的。	压垮 (yā kuǎ) to cause sth to collapse under the weight; (fig.) to overwhelm.
Definitely,	一定的,	
So for me,	所以对我来讲,	
I have been very difficult recently,	我最近蛮难,	蛮 (mán) barbarian; bullying; very; quite; rough; reckless.
Am I capable of managing so much wealth?	我有这个能力管那么多财富吗?	
I am about ten years,	我大概十几年,	
My wife knows that I haven't carried any money with me for more than ten years,	我太太知道我十几年身上没带钱了,	
I go to America,	我去美国、	我去 (wǒ qù) (slang) dang!; shoot!.
Hong Kong is very troublesome,	香港很麻烦,	
People always give tips,	人家老是给小费,	小费 (xiǎo fèi) tip; gratuity.
He said why you are so stingy,	他说你这个人怎么那么小气,	
No tips,	小费都不给,	
I don't have money with me,	我身上不带钱的,	不带 (bù dài) not to have; without; un-
I haven't touched money for more than ten years.	十多年我不碰钱了。	
You haven't had a chance to explain.	你还没机会解释。	
Correct.	对。	

But I think the gap between rich and poor should be discussed.

但是我觉得贫富差距应该来讲。

Would taxation be a good way?

征税会是一个好办法吗？

征税 (zhēng shuì) to levy taxes.

I personally think that we should all be first,

我自己觉得我们大家应该第一，

Can't hate the rich,

不能仇富、

仇富 (chóu fù) to hate the rich.

Can't hate officials,

不能仇官，

仇 (chóu) hatred; animosity; enmity; foe; enemy; to feel animosity toward (the wealthy, foreigners etc).

A society must advocate wealth under the sun,

一个社会必须倡导阳光下的财富，

倡导 (chàng dǎo) to advocate; to initiate; to propose; to be a proponent of (an idea or school of thought).

Instead of killing all the landlords in the village,

不是把村里的地主都杀了，

村里 (cūn lǐ) village; hamlet. 地主 (dì zhǔ) landlord; landowner; host.

Farmers can get rich.

农民就能富起来的。

There must be a good mechanism,

要有良好的机制，

要有 (yào yǒu) to need; to require; must have. 机制 (jī zhì) machine processed; machine made; mechanism.

Not to mention that 80% of wealth should not be taxed.

更何况80%的财富不要征税，

It does not need to be levied,

它不用征，

I will donate it myself,

我自己会捐出去的，

This is not my money,

这不是我的钱，

It's just that I will spend this money for everyone,

只是我替大家去花这个钱，

And the flowers are not spent on myself.

而且花也不花在自己身上。

So I think taxation must not be,

所以我觉得征税一定不是，

Tax cuts are the most important thing China needs to do today.

减税是今天中国最需要做的事情。

减税 (jiǎn shuì) tax cut.

Today China is raising taxes again,

今天中国再度加税，

再度 (zài dù) once more; once again; one more time.

It will only bring more harm to China's economy,

对中国的经济只会带来更多的坏处，

坏处 (huài chu) harm; troubles.

Tax cuts will make China's fiscal revenue,	减税会让中国的 财政收入 ,	财政 (cái zhèng) finances (public); financial.
Will make China's economy better and better,	会让中国的经济越来越好,	
Tax increases will only cause more Chinese companies to collapse.	加税只会让中国更多的企业 垮 下。	垮 (kuǎ) to collapse; to break or wear down; to defeat.
This is a question from Reuters.	这是来自 路透社 的问题。	路透社 (lù tòu shè) Reuters News Agency.
Alibaba is now listed in the United States,	阿里巴巴如今在美国上市了,	
What is the biggest challenge you face?	你们所面临的 最大挑战 是什么?	
I think there are countless challenges,	我觉得有 无数的挑战 ,	
We are a foreign creature,	我们是个 外来生物 ,	外来 (wài lái) external; foreign; outside. 生物 (shēng wù) organism; living creature; life form; biological.
Including American culture, there is a culture of confrontation,	包括美国的文化里面有一种 对抗性文化 ,	对抗性 (duì kàng xìng) antagonistic.
So we are also quite worried that we will become confrontational.	所以我们也挺担心自己变成人家 对抗性 。	
It became a sandwich cookie.	变成 夹心饼干 了。	夹心饼干 (jiā xīn bǐng gān) sandwich cookie; (jocularly) sb who is caught between two opposing parties; sb who is between the hammer and the anvil.
Correct,	对,	
Because I went to America once,	因为我有一次去美国,	
I and an American official,	我跟美国一个 官员 ,	官员 (guān yuán) official (in an organization or government); administrator.
Government ministers exchange,	政府的 部长 交流,	部长 (bù zhǎng) head of a (government etc) department; section chief; section head; secretary; minister.
And your Chinese company,	而你们中国公司,	
I said wait,	我说等等,	
I am in China and they think you are a foreign company,	我在中国他们认为你是 外资公 司,	外资 (wài zī) foreign investment.

What kind of company are we?	我们到底是什么公司?	
How much do Chinese people think of us as American equity,	在中国人家认为我们有多少是美国 股本 ,	股本 (gǔ běn) capital stock; investment.
How much is Japanese capital,	有多少是日本 资本 ,	资本 (zī běn) capital (economics).
You seem to be a foreign company,	你们好像是 外国公司 ,	外国公司 (wài guó gōng sī) foreign company.
Say you are a Chinese company in the United States,	在美国说你是中国公司,	
In fact, this is indeed a sandwich biscuit.	其实这个确实是个夹心饼干。	
So today we feel that Alibaba should position itself as a national enterprise,	所以我们今天觉得阿里巴巴应该把自己 定位 成为 一家 国家企业,	定位 (dìng wèi) to orientate; to position; to categorize (as); to characterize (as); positioning; position; niche. 一家 (yī jiā) the whole family; the same family; the family ... (when preceded by a family name); group.
Samsung is a national enterprise in South Korea,	三星 是韩国的国家企业,	三星 (sān xīng) three major stars of the Three Stars 参宿 (shēn xiù) Chinese constellation; the belt of Orion; three spirits 福 (fú) , 禄 (lù) , and 寿 (shòu) associated with the Three Stars 参宿 (shēn xiù) Chinese constellation.
Mercedes-Benz is a national enterprise in Germany,	奔驰 是 德国 的国家企业,	奔驰 (bēn chí) Benz (name); Mercedes-Benz, German car maker. 德国 (dé guó) Germany; German.
apple,	苹果、	
Google is a national enterprise of the United States,	谷歌 是美国的国家企业,	谷歌 (gǔ gē) Google, Internet company and search engine.
China has arrived and needs a group of cultures that represent China,	中国已经到了需要有一批代表中国的文化、	
Chinese values,	中国的 价值观 、	价值观 (jià zhí guān) system of values.
Chinese technology,	中国的 技术 、	
Chinese young people,	中国的 年轻人 ,	年轻人 (nián qīng rén) young people; youngster.
A group of companies like China's productivity,	中国的 生产力 这样的一批企业,	生产力 (shēng chǎn lì) production capability; productive force; productivity.
Alibaba should work hard in this direction.	阿里巴巴应该往这个方向去努力。	
American consumers have many shopping choices,	美国消费者购物选择很多,	

You can go to the physical store,

可以去**实体店**,

实体店 (shí tǐ diàn) brick and mortar business; physical (rather than online) retail store.

You can also go to an online retailer like Amazon,

也可以去**亚马逊**这样的网上**零售商**,

亚马逊 (yà mǎ xùn) Amazon. **零售商 (líng shòu shāng)** retailer; shopkeeper; retail merchant.

How do you let them choose Alibaba?

你如何让他们选择阿里巴巴?

I don't think it is necessary for them to choose Alibaba.

我觉得没必要让他们选择阿里巴巴,

If they choose Amazon,

他们如果选择亚马逊,

Choose eBay,

选择eBay,

Choose a physical store,

选择实体店,

I think they are all pretty good,

我觉得都**挺好**的,

挺好 (tǐng hǎo) very good.

Because we must respect the choices of others.

因为一定要去尊重别人的选择。

Today, Ali is not asking everyone to choose Alibaba to buy things.

阿里今天不是要让大家选择到阿里巴巴来**买东西**,

买东西 (mǎi dōng xi) to do one's shopping.

Instead, choose Alibaba to sell things.

而是选择阿里巴巴卖东西。

Because of China and Asia,

因为中国和亚洲,

Countless consumers in many other countries in the world are still very interested in high-end products in Europe and America.

世界其他很多国家无数的消费者对**欧美**的**高端**产品还是很有**兴趣**的,

欧美 (ōu měi) Europe and America; the West. **高端 (gāo duān)** high-end. **有兴趣 (yǒu xìng qù)** interested; interesting.

So this is what we want to do.

所以这是我們想做的事。

it is good,

好,

We will have some very special topics next,

我们接下来会有一些很特别的话题,

Special questions come from employees you know best.

特别的提问来自于你最熟悉的员工。

This is our "Dialogue" and the largest employer review website in China.

这个是我们《对话》跟中国最大的一个**雇主****点评**网站,

雇主 (gù zhǔ) employer. **点评 (diǎn píng)** to comment; a point by point commentary.

A joint event,

联合推出的一个活动,

Tell the employees the truth,	叫员工 真心话 ,	真心 (zhēn xīn) sincere; heartfelt.
Jack Ma has a big adventure.	马云大冒险。	
We have set up a passphrase in this event,	我们在这个活动当中设了 通关密语的 ,	通关密语 (tōng guān mì yǔ) password.
Only the real employees of Ali can pass the test.	只有阿里的真正的员工才能够 过关 ,	过关 (guò guān) to cross a barrier; to get through (an ordeal); to pass (a test); to reach (a standard).
Can really ask questions,	才能够真正来提问,	
Is this a pass phrase?	这个是通关密语是吗?	
The famous fast food of science and technology is red strawberry.	科技著名的 快餐 是 红草莓 ,	快餐 (kuài cān) fast food; snack; quick meal. 草莓 (cǎo méi) strawberry; (Taiwan) hickey; love bite.
should be,	应该是,	
Alibaba's official dance is pole dance.	阿里巴巴的 官方舞蹈 是 钢管舞 ,	官方 (guān fāng) government; official (approved or issued by an authority). 舞蹈 (wǔ dǎo) dance (performance art); dancing. 钢管舞 (gāng guǎn wǔ) pole dancing.
Alibaba's most famous leisure organization is GG Club,	阿里巴巴最著名的休闲组织是GG Club,	
That's what we participated in at that time.	就是我那时候我们参加过的。	
Let's randomly select a few questions from employees today.	我们今天来 随机筛选 几个员工的提问,	随机 (suí jī) according to the situation; pragmatic; random. 筛选 (shāi xuǎn) to filter. 几个 (jǐ ge) a few; several; how many.
Come.	来。	
Hello Ma,	马总您好 ,	您好 (nín hǎo) hello (polite).
I am an engineer on Tmall,	我是天猫的工程师,	
I saw this event on Kanzhun.com,	在 看准网 看到这个活动,	看准 (kàn zhǔn) to observe and make sure; to check.
Can ask you questions.	可以向您提问题。	
This time Ali successfully went public,	这次阿里成功上市,	
Earn some money,	赚到一些钱,	
I also have the idea of starting a business,	心里也有创业的想法,	

Mr. Ma, will you help us get on the horse for a ride or will you object?

Thank you.

We do not welcome entrepreneurs to join Alibaba,

Is this a prison?

Easy to get in,

Can't get out,

But when I stepped out of this door,

You know that God is dead,

only myself.

Among the six are outstanding,

There are bastards among the seven,

The mall is like a battlefield,

But the mall is not a battlefield.

There are small powers, small powers,

Great power comes from great power.

Small businesses must determine the fate of business.

We often talk about stepping on the shoulders of giants,

In fact, it is very difficult for you to climb up.

President Ma,

Will you help us up and send us one floor or will you object?

马总您会是扶上马送我们一程还是会反对?

谢谢。

我们不欢迎创业者加入阿里巴巴,

这是监狱是吧?

很容易进去,

出不来了,

但跨出这道门的时候,

你就知道上帝死了,

只有自己。

六人之中有人杰,

七人之中有混蛋,

商场如战场,

但商场不是战场。

有力量小的出小的力量,

大的力量出大的力量。

决定商业命运的一定是小企业。

我们经常讲踩在巨人的肩膀上,

其实你能爬得上去都是很难的。

马总,

您会是扶上马送我们一层还是会反对?

上马 (shàng mǎ) to get on a horse; to mount.

监狱 (jiān yù) prison.

进去 (jìn qù) to go in.

跨 (kuà) to step across; to stride over; to straddle; to span.

之中 (zhī zhōng) inside; among; in the midst of (doing sth); during. 杰 (jié) hero; heroic; outstanding person; prominent; distinguished.

混蛋 (hún dàn) scoundrel; bastard; hoodlum; wretch.

商场 (shāng chǎng) shopping mall; shopping center; department store; emporium; the business world. 战场 (zhàn chǎng) battlefield.

巨人 (jù rén) giant.

一层 (yī céng) layer.

Thank you.

谢谢。

I think this question is very heavy.

我看这个问题提的好**沉重**。

沉重 (chén zhòng) heavy; hard; serious; critical.

And I guess he might be really afraid of asking this question to you.

而且我估计他可能真的比较怕当**面向**你提出这个问题，

面向 (miàn xiàng) to face; to turn towards; to incline to; geared towards; catering for; -oriented; facial feature; appearance; aspect; facet.

So what he sent was voice.

所以他发来的是**语音**。

语音 (yǔ yīn) speech sounds; pronunciation; colloquial (rather than literary) pronunciation of a Chinese character; phonetic; audio; voice; (Internet) to voice chat; voice message.

Our old employees will definitely meet face to face,

我们的老员工一定会**当面**，

当面 (dāng miàn) to sb's face; in sb's presence.

We are not that complicated.

我们没有那么复杂。

the first,

第一，

I think starting a business is a very difficult road,

我觉得创业是条很**艰辛**的路，

艰辛 (jiān xīn) hardships; arduous; difficult.

We say 100 people start a business,

我们说100个人创业，

95 people died,

95个人死掉，

You don't even know how he died,

你连他怎么死你都不知道，

There are 4 others you watched him die,

还有4个人你是看着他死的，

So starting a business is a difficult road.

所以创业是条艰辛的路。

But many entrepreneurs feel that I will become Jack Ma in the future.

但很多创业者心里都觉得未来我一定会成为马云。

Correct,

对，

I think he would not go without this confidence.

我觉得要没有这个信心他就不会去了。

Ali this platform,

阿里这个平台，

We have talked about it over the years,

我们这么多年来已经讲过，

We do not welcome entrepreneurs to join Alibaba,

我们不欢迎创业者加入阿里巴
巴，

Because our duty is to help entrepreneurs start their own businesses.

因为我们的职责是帮助创业者创业。

Because our company is very interesting,

因为我们公司很有意思，

We are calling it hard to come in,

我们是叫**进来**很难，

进来 (jìn lái) to come in.

It's easy to get out,

出去很容易，

It is very difficult for you to join our company,

你要想进我们公司非常难，

I estimate that many people have the most headaches. Our company has 7 interviews.

我估计很多人最**头痛**我们公司面试7次、

头痛 (tóu tòng) to have a headache.

8 times.

8次的。

Strict assessment.

严格考核。

考核 (kǎo hé) to examine; to check up on; to assess; to review; appraisal; review; evaluation.

But when you go out, no one will stop you,

但是你出去你没有人会拦你，

This is easy to come in,

这个进来很容易，

It's hard to get out,

出去很难，

This kind of company is the most troublesome,

这样的公司最**令人**麻烦，

令人 (lìng rén) to cause one (to do sth); to make one (angry, delighted etc).

Is this a prison?

这是监狱是吧？

Easy to get in,

很容易进去，

Can't get out.

出不来了。

The company is not a prison,

公司不是监狱，

If the company wants to go, you can go anytime,

公司一定要是你要想走随时可以走，

Ali will not stop anyone from starting a business,

阿里不会**阻拦**任何人去创业，

阻拦 (zǔ lán) to stop; to obstruct.

So can you give him a ride?

所以是不是能够送他一程？

I think all of us who send it off will not succeed.

我是觉得我们所有送一程的人都不会成功的。

remember,

Because entrepreneurs rely on their perseverance to get down,

If you think someone will send you,

You basically won't succeed.

Because what you have to learn along the way is to endure loneliness,

You have to warm your lonely left hand to your right hand,

Once you step out of this door,

You know that God is dead,

only myself.

I want to ask Jiang Fang,

You are one of the entrepreneurs back then,

In the past ten years,

Why didn't you think about becoming a boss?

President Ma has known me for so many years,

I am definitely not an ambitious person in my career.

Since the entrepreneurial team of Mr. Ma,

I feel that I have been a follower for a long time,

记住,

因为创业者都是靠自己的毅力走过来,

你如果觉得有人送你,

你基本上就不会成功了。

因为这路上你要学会的是承受孤独,

你要把孤独的左手温暖自己的右手,

一旦跨出这道门的时候,

你就知道上帝死了,

只有自己。

我想问一下蒋芳,

你是当年的创业者之一,

你在过去的这十几年的时间当中,

怎么就没想过要去当个老板?

马总认识我这么多年,

我绝对不是一个在事业上有企图心的人。

在马总的创业团队一路以来,

我感觉我很久时间是一个跟随者,

记住 (jì zhù) to remember; to bear in mind; to learn by heart.

毅力 (yì lì) perseverance; willpower.

学会 (xué huì) to learn; to master; institute; learned society; (scholarly) association. 孤独 (gū dú) lonely; solitary.

左手 (zuǒ shǒu) left hand; left-hand side. 右手 (yòu shǒu) right hand; right-hand side.

过去 (guò qu) (verb suffix).

事业 (shì yè) undertaking; project; activity; (charitable, political or revolutionary) cause; publicly funded institution, enterprise or foundation; career; occupation. 企图心 (qǐ tú xīn) ambition; ambitious.

一路 (yī lù) the whole journey; all the way; going the same way; going in the same direction; of the same kind.

跟随 (gēn sui) to follow.

And I don't think entrepreneurship is the only one that makes you think you can grow.

Including the only input that can bring greater value to others.

But I want to say that many colleagues in my team,

We are really happy to see,

He can bring out the things of the culture of doing things and being human when we collaborated together,

I feel that this is another kind of ecology.

Jiang Fang was very right,

Because we still haven't changed,

We hope 10 years,

20 years later,

There are 200 CEOs in China's top 500, which is more or less this Ali system.

There are already many outstanding employees of companies that are sent out by the Ali system.

Let's see what the next question will focus on.

President Ma,

I saw this topic on Kanzhun.com,

I really want to participate.

I want to ask you a question,

而且我也不认为创业是唯一的一个令到你觉得自己可以成长,

包括可以为别人带来更大价值的唯一的投入。

但是我想说我的团队中的很多同事,

我们真的是乐见,

他能把我们一起协同时的**那种做事和做人的文化**的东西能带出去,

我自己感觉这就是另外一种生态。

蒋芳想方想的非常对,

因为我们还是没改变,

我们希望10年、

20年以后,

中国**五百强**中有200个CEO**或多或少**这种阿里体系,

现在已经有很多公司的优秀的员工是阿里体系送出去的。

来看看**下一个**提问会**聚焦**什么问题。

马总,

在看准网上看到了这个话题,

我就非常想参加。

我想问您一个问题,

那种 (nà zhǒng) that; that kind of; that sort of; that type of. **做人** (zuò rén) to conduct oneself; to behave with integrity.

百强 (bǎi qiáng) top 100 (e.g. top 100 towns). **或多或少** (huò duō huò shǎo) more or less.

下一个 (xià yī ge) the next one. **聚焦** (jù jiāo) to focus.

Between observing Ali's values and obtaining commercial benefits,

I believe that both you and Ali executives should consciously abide by the former,

Because you have achieved the freedom of wealth,

But how do you ensure that front-line employees can also maintain high morals,

Not confused by short-term benefits?

Thank you.

Most of Ali's executives have never had money.

If you do something against values today,

Things that violate our company's code of ethics,

I believe you won't get rich this day,

Even if you get the money,

You can't sleep at night.

what do you have?

what would you like?

What are you giving up?

When trying to understand these three questions,

You will be at ease when you do things.

I believe in employees,

I can not guarantee,

Because there are outstanding people among the 6 people,

在遵守阿里价值观和获取商业利益之间,

相信您和阿里的高管**应当**都会自觉的遵守**前者**,

因为你们都已经实现了财富自由,

但是您如何保证在**一线**的员工也能够保持道德**高尚**,

不为**短期**利益所**惑**?

谢谢您。

阿里的高管**绝大部分**也是**从没钱**出来。

如果你今天做一些**违背**价值观,

违背我们公司道德**准则**的事情,

我相信你也走不到有钱这一天,

即使你拿到了这些钱,

你晚上都睡**不着**觉。

你有什么?

你要什么?

你放弃什么?

想明白这三个问题的时候,

你做事情就会**踏实**。

我相信员工,

我不能保证,

因为6人之中有人杰,

应当 (yīng dāng) should; ought to. **前者** (qián zhě) the former.

一线 (yī xiàn) front line. **高尚** (gāo shàng) noble; lofty; refined; exquisite.

短期 (duǎn qī) short term; short-term. **惑** (huò) to confuse; to be puzzled.

绝大部分 (jué dà bù fen) overwhelming majority. **从没钱** (cóng méi) never (in the past); never did.

违背 (wéi bèi) to go against; to be contrary to; to violate.

准则 (zhǔn zé) norm; standard; criterion.

不着 (bù zháo) no need; need not.

踏实 (tā shí) firmly-based; steady; steadfast; to have peace of mind; free from anxiety; Taiwan pr. (tà shí).

There are bastards among 7 people,

30% of people must be bastards,

This is social probability.

When Jack Ma did things by myself,

At least 30% of the things I do are bastards,

I sometimes think about things like this,

I'm not so ethical,

Our responsibility is how to control our own things.

Just remove it from the ecosystem.

I think the question asked by young people just now,

Don't be right,

It seems that rich people don't want more,

You can do something like that,

Take care of the steelyard in your heart.

In fact, I believe that the ideal you just mentioned is good,

Or the moral standards of each of us,

It is also one of the most beautiful business cards we are starting to fight in the world,

Conquering the world is not an easy task,

7人之中有混蛋,

30%的人一定是混蛋,

这是社会概率学。

我马云自己做事情的时候,

我至少有30%做的事情是混蛋事情,

我**有时候**也会想这样的事情,

我也没那么道德高尚,

我们的职责是如何把自己的东西给控制起来。

把它从生态体系当中**剔除**出去就可以了。

我觉得刚才年轻人提的问题,

他不要**对得起**来,

好像**有钱人**就不希望更多,

就可以做一些那种,

把好自己**心中**这**杆秤**。

其实我相信你刚才**提到**的理想也好,

或者是我们每个人的道德标准也好,

也是我们现在开始**征战**全球的一张**最亮丽**的名片,

征战世界不是一件容易的事,

有时候 (yǒu shí hou) sometimes.

剔除 (tī chú) to reject; to discard; to get rid of.

对得起 (duì de qǐ) not to let sb down; to treat sb fairly; be worthy of.

有钱人 (yǒu qián rén) the rich; the wealthy.

心中 (xīn zhōng) central point; in one's thoughts; in one's heart. **杆秤** (gǎn chèng) a steelyard (a type of balance).

提到 (tí dào) to mention; to raise (a subject); to refer to.

征战 (zhēng zhàn) campaign; expedition. **亮丽** (liàng lì) bright and beautiful.

We repeatedly mentioned that around 2000,

In fact, Ali has such a dream,

Later, I had to return to China.

But this time we set sail again,

What do you think is waiting for us?

In 2000, I feel that many Chinese companies often talk about fighting the world.

The problem may lie here.

If you turn it into serving the world,

There may be a chance.

I think our mall is like a battlefield,

But the mall is not a battlefield,

On the battlefield, only you die and die,

I may not live if you die in the mall,

So everyone only has each other,

So in the future Ali's so-called journey will ask if we have the ability to serve.

Can we create unique value,

Is not available to other people in the world,

No country welcomes a fiercely eye-catching person into your country.

But when you take it to serve,

我们反复提及在2000年左右的时候,

其实阿里就有这样的一个梦想,

后来又不得不回到了中国。

但这次我们又一次的起航,

你觉得等待我们的会是什么?

2000年我觉得中国很多企业经常讲征战世界,

问题可能就出在这儿。

如果你把它变成服务世界,

可能就会有机会。

我认为我们商场如战场,

但商场不是战场,

战场上只有你死我活的,

商场上你死了未必会活,

所以大家只有互相的,

所以未来阿里所谓的征程就问我们有没有服务的能力,

我们能不能创造独特的价值,

是全世界其他人提供不了,

没有一个国家欢迎一个恶狠狠虎视眈眈的人杀进你的国家的。

但是你带着去服务的时候,

提及 (tí jí) to mention; to raise (a subject); to bring to sb's attention.

又一次 (yòu yī cì) yet again; once again; once more. 起航 (qǐ háng) (of a ship) to set sail; (of an aeroplane) to take off; also written 启航 (qǐ háng).

你死我活 (nǐ sǐ wǒ huó) lit. you die, I live (idiom); irreconcilable adversaries; two parties cannot coexist.

征程 (zhēng chéng) journey; expedition; voyage.

不了 (bù liǎo) unable to; without end.

恶狠狠 (è hěn hěn) very fierce. 虎视眈眈 (hǔ shì dān dān) to glare like a tiger watching his prey (idiom); to eye covetously. 杀进 (shā jìn) to storm (a city etc); to raid.

Society will be different.

社会就会不一样。

So now more and more international dignitaries,

所以现在越来越多的国际**政要**,

政要 (zhèng yào) important political leader; government dignitary.

We noticed that they had this or that kind of conversation with Jack Ma,

我们注意到他们跟马云之间都有这样或者是那样的**谈话**,

谈话 (tán huà) talk; conversation.

Or a meeting.

或者是**会晤**。

会晤 (huì wù) to meet; meeting; conference.

I interviewed Italian Prime Minister Renzi during the conversation a few months ago.

几个月前在对话的现场我采访过**意大利**的总理**伦齐**,

意大利 (yì dà lì) Italy; Italian. **伦 (lún)** human relationship; order; coherence.

When we are talking,

我们在对话的时候,

I asked him a question very suddenly,

我是特别突然的问了他一个问题,

Who do you admire most among Chinese entrepreneurs?

说中国的**企业家**当中你最欣赏的是谁?

企业家 (qǐ yè jiā) entrepreneur.

He blurted out just two words,

他**脱口而出**就俩字,

脱口而出 (tuō kǒu ér chū) to blurt out; to let slip (an indiscreet remark).

Jack Ma.

马云。

Then he made a series of reform measures in Italy,

然后他在意大利做了一**系列**的**改革措施**,

一系列 (yī xì liè) a series of; a string of.

Including bus auctions,

包括**公车拍卖**,

公车 (gōng chē) bus; abbr. for 公共汽车 (gōng gòng qì chē); car belonging to an organization and used by its members (government car, police car, company car etc); abbr. for 公务用车 (gōng wù yòng chē). **拍卖 (pāi mài)** to auction; auction sale; to sell at a reduced price.

Then he said he was going to take his bus,

然后他说他要把他的**公车**,

Put the buses used by the Italian government on Taobao for auction,

把**意大利**的政府用的**公车**放到**淘宝****上来**拍卖,

上来 (shàng lái) to come up; to approach; (verb complement indicating success).

If there is one day, would you accept it?

如果真有那一天你接受吗?

Of course, many courts in China now open stores on Taobao,

当然我们现在中国很多法院就在**淘宝**上**开店**,

开店 (kāi diàn) to open shop.

Judicial fair auctions in Chinese courts,

中国法院的**拍卖****司法公正**拍卖,

司法 (sī fǎ) judicial; (administration of) justice. **公正 (gōng zhèng)** just; fair; equitable.

Taobao auction,

淘宝拍卖,

I think this is a huge innovation,

我认为这是一个巨大的创新,

And it is precisely because of this that makes the justice more fair and transparent,

而正因为这样让司法**更加**公正和透明,

更加 (gèng jiā) more (than sth else); even more.

Let the collateral get fair market value.

让**抵押物**能够得到公正的**市场价**值。

抵押物 (dǐ yā wù) collateral (finance). **市场价 (shì chǎng jià)** market price.

We have been doing it for more than a year,

我们已经做了一年多了,

一年多 (yī nián duō) more than a year.

And we have gotten more and more provinces' judicial auctions on our website,

而且得到了很多省现在越来越多的省的司法拍卖放到我们网站上,

I think we can do it,

我觉得我们都能干,

Italian bus auctions are too easy.

意大利的公车拍卖是太容易的事。

A piece of cake, right?

小菜一碟是吧?

小菜一碟 (xiǎo cài yī dié) a small appetizer; a piece of cake; very easy (idiom).

In the future, if our ecosystem has the opportunity to become a world-class ecosystem,

未来我们的生态圈如果有机会成为一个**世界级**的生态圈的时候,

世界级 (shì jiè jí) world-class.

Will there be any upgrades to the layout we are seeing now?

我们现在看到的**布局**还会有一些什么**升级版**吗?

布局 (bù jú) arrangement; composition; layout; opening (chess jargon). **升级 (shēng jí)** to escalate (in intensity); to go up by one grade; to be promoted; to upgrade (computing).

We must turn it into four classes in the future,

我们未来是**必须要**把它变成**四阶级**,

须要 (xū yào) must; have to. **阶级 (jiē jí)** (social) class.

We were lucky and ran into this door.

我们是运气好瞎打瞎撞跑进了这道门。

The next step may be to hope that people from all over the world's ecosystem can participate,

接下来可能就是希望全世界的人参与,

We hope that the Chinese government,

我们希望中国中国政府、

Governments around the world,

世界各国政府、

各国 (gè guó) each country; every country; various countries.

Business in countries around the world,	世界各国的商业、	
enterprise,	企业、	
service provider,	服务提供商、	服务提供商 (fú wù tí gōng shāng) (Internet) service provider.
Small businesses participate together.	小企业共同来参与。	
Actually, there is one person I want to ask for.	其实今天来也是有一个想请教的,	请教 (qǐng jiào) to ask for guidance; to consult.
Is it possible in our ecosystem,	有没有可能在我们的生态系统里面,	有可能 (yǒu kě néng) possible; probable; possibly; probably; may; might.
For example, there are public welfare and charity,	比如说有公益和慈善的,	慈善 (cí shàn) benevolent; charitable.
Our movies have now begun to have crowdfunding like entertainment,	我们电影现在已经都开始有像娱乐有众筹,	众筹 (zhòng chóu) crowdfunding.
Everyone can produce small power from small power,	大家可以力量小的出小的力量,	
The great power gives the great power,	力量大的出大的力量,	
I think this can also be incorporated into the entire ecosystem.	我觉得这个也可以纳到整个生态系统里面。	纳 (nà) to receive; to accept; to enjoy; to bring into; to pay (tax etc); nano- (one billionth); to reinforce sole of shoes or stockings by close sewing.
I don't know which other company in China can do the craftsmanship like Taobao,	我不知道中国还有哪家公司的工艺能够做到像淘宝、	工艺 (gōng yì) arts and crafts; industrial arts. 做到 (zuò dào) to accomplish; to achieve.
Alipay made such a large scale today,	支付宝今天做出这么大规模的,	做出 (zuò chū) to put out; to issue. 大规模 (dà guī mó) large scale; extensive; wide scale; broad scale.
It's just that I think it's amazing,	只是我觉得很了不起的,	
Why are these small sellers,	为什么这批小卖家、	
The business is doing so well,	商家做得那么好,	
Each of them donates a penny and a dime in every transaction,	他们每一个人每一笔交易上为了捐一分钱一毛钱,	交易 (jiāo yì) (business) transaction; business deal. 分钱 (fēn qián) cent; penny.
Are already hundreds of millions,	都已经有几亿了,	

A new public welfare system is being established through Alipay.

In the industrial age,

The larger the enterprise,

Large companies determine the fate of the entire ecological chain.

But we think that

Throughout the 21st century,

Small businesses must determine the fate of business,

Small entrepreneurs,

Microbial changes,

Cause soil changes,

Will affect the lions at the top,

The change of tigers.

So we think,

The current situation of small businesses must be changed.

Actually I know,

In our real life,

Whether in China,

Or in a foreign country,

Many young people see you as an idol of their entrepreneurship.

So this time when all entrepreneurs knew,

When Ma Yun is about to come to "Dialogue" again,

通过支付宝正在建立一套新型的公益体系。

在工业时代,

企业规模越大,

大企业决定了整个生态链的命运。

但我们认为,

在整个未来21世纪,

决定商业命运的一定是小企业,

小的创业者,

微生物的变化,

导致土壤变化,

才会影响上端的狮子、

老虎的变化。

所以我们认为,

一定要改变目前的小企业的状况。

其实我知道,

在我们的现实生活当中,

无论是在中国,

或者是在外国,

很多的年轻人把你视为他们创业的一个偶像。

所以这次当所有的创业者知道,

马云要再次来到《对话》的时候,

一套 (yī tào) suit; a set; a collection; of the same kind; the same old stuff; set pattern of behavior. 新型 (xīn xíng) new type; new kind.

微生物 (wēi shēng wù) microorganism.

土壤 (tǔ rǎng) soil.

端的 (duān dì) really; after all; details; particulars. 狮子 (shī zǐ) Leo (star sign); Shihtzu township in Pingtung County 屏东县 (píng dōng xiàn), Taiwan.

外国 (wài guó) foreign (country).

视为 (shì wéi) to view as; to see as; to consider to be; to deem. 偶像 (ǒu xiàng) idol.

再次 (zài cì) one more time; again; one more; once again. 来到 (lái dào) to come; to arrive.

They made another very creative move,

他们又做了一个非常有**创意**的**举动**,

创意 (chuàng yì) creative; creativity. **举动** (jǔ dòng) act; action; activity; move; movement.

It's just that one after another posted photos of you and them.

就是纷纷晒出了你跟他们的合影。

I don't know how many are real,

我不知道有多少张是真的,

How many are PS,

多少张是PS的,

This is the first one.

这是第一张。

Standing on the shoulders of giants,

站在巨人的肩膀上,

The next legend is me.

下一个传奇就是我。

Sometimes there is always a chance to survive,

有时候死**扛**下去总是有机会的,

扛 (gāng) to raise aloft with both hands; (of two or more people) to carry sth together. **下去** (xià qù) to go down; to descend; to go on; to continue; (of a servant) to withdraw.

I believe it will not last long,

相信扛不了**多久**,

多久 (duō jiǔ) how long?.

I can go to the pinnacle of life,

我就可以走上人生的**巅峰**,

巅峰 (diān fēng) summit; apex; pinnacle (of one's career etc); peak (of a civilization etc).

Think about it, I'm still a little excited.

想想还有点小激动呢。

Do you have a deep impression of which one?

你对其中的哪一张有比较深的印象吗?

I think they are all very creative,

我觉得都挺有创意的,

We often say,

我们经常讲,

Step on the shoulders of giants,

踩在巨人的肩膀上,

In fact, it is very difficult for you to climb up.

其实你能爬得上去都是很难的。

When you really climbed up,

你真**爬**上的时候,

爬上 (pá shàng) to climb up.

You don't want to step on the shoulders of others,

你也不**想**踩到人家肩膀上了,

不想 (bù xiǎng) unexpectedly.

So I think we sometimes dream,

所以我觉得我们有的时候**做梦**,

做梦 (zuò mèng) to dream; to have a dream; fig. illusion; fantasy; pipe dream.

we say,

我们说,

People must have dreams,	人是一定要有梦想的,	
What if it happens?	万一实现了呢?	
But dreaming also has to be down to earth,	但是做梦也得 脚踏实地 ,	脚踏实地 (jiǎo tà shí dì) to have one's feet firmly planted on the ground (idiom); realistic without flights of fancy; steady and serious character.
Don't really dream.	别真做梦。	
Dreaming also has to be reliable.	做梦也得 靠谱 一点。	靠谱 (kào pǔ) reliable; reasonable; probable.
The key is that you have to act,	关键在于你要有行动,	
Actually just now I saw Huang Bo thinking again,	其实 刚刚 我看到黄渤又在想,	刚刚 (gāng gang) just recently; just a moment ago.
I saw him for the first time,	我 第一次 见他,	第一次 (dì yī cì) the first time; first; number one.
It was to watch him act in the drama "To Live".	是看他演 话剧 《活着》。	话剧 (huà jù) stage play; modern drama. 活着 (huó zhe) alive.
With Yuan Quan.	跟袁泉那个。	
Yuan Quan,	袁泉那个,	
I was very moved when I saw it that day,	我那天看了很感动,	
I think,	我觉得,	
The success of his movie today,	他今天电影的成功,	
It is possible that behind the scenes plays a lot of foreshadowing work.	是背后可能演话剧这些东西做了 大量的铺垫 工作。	大量 (dà liàng) great amount; large quantity; bulk; numerous; generous; magnanimous. 铺垫 (pū diàn) to spread out bedding; bedcover.
When others are robbing the camera,	别人都在 抢镜头 的时候,	抢镜头 (qiǎng jìng tóu) to scoop the best camera shots; to grab the limelight.
He may be doing the work behind it.	他可能在 做 背后的工作。	
When others are in the limelight,	别人都在 出风头 的时候,	出风头 (chū fēng tóu) to push oneself forward; to seek fame; to be in the limelight; same as 出锋头 (chū fēng tóu).
He may be memorizing lines.	他可能在 背 台词。	台词 (tái cí) an actor's lines; dialogue; Taiwanese word.
When you really step on the shoulders of giants,	你要真踩在巨人的肩膀上的时 候,	

You do a lot of meticulous work every day,

你每天要做大量**细致**的活,

细致 (xì zhì) delicate; fine; careful; meticulous; painstaking.

This kind of work is unwilling to see others.

这种工作是别人不愿意看到的。

If people want to succeed,

人要想获得成功,

Must persist.

必须要坚持。

But when you learn to give up,

但当你学会放弃的时候,

You just started to improve.

你才开始进步。

We found a special prop today,

我们今天找到了一个特殊的**道具**,

道具 (dào jù) prop (theater); paraphernalia; (gaming) item; artifact.

Record every moment of your journey,

记录下你一路走来的每一个瞬间,

Maybe no one has ever collected it so hard,

也许没有人曾经那么**用心**的去**搜集**过,

用心 (yòng xīn) motive; intention; to be diligent or attentive; careful. **搜集** (sōu jí) to gather; to collect.

How many business cards Ma Yun has used.

马云到底用过多少张的名片。

But today,

但是今天,

We found at least a few of them.

我们至少找到了其中的几张。

The business card doesn't look like mine.

一看那个名片就不像是我的,

I really hate that some people have three pages of business cards.

我很讨厌**有些人**名片拉出来有三页,

有些人 (yǒu xiē rén) some people.

He is higher than others. No one knows how good this old man martial arts is.

他高是高在别人不知道这个**老头子****武功**有多么高。

老头子 (lǎo tóu zi) (coll.) old man; (said of an aging husband) my old man. **武功** (wǔ gōng) martial art; military accomplishments; (Peking opera) martial arts feats.

If this is a tombstone,

如果这是块**墓碑**,

墓碑 (mù bēi) gravestone; tombstone.

What kind of words are written on it,

上面写什么样的字,

I have to think about it,

我还要去想想,

You decide how you left this world.

你决定你是怎么样离开这个世界的。

There is also a Tai Chi symbol on the head.

头上还特别有一个**太极**的标志。

头上 (tóu shàng) overhead; above. **太极 (tài jí)** the Absolute or Supreme Ultimate, the source of all things according to some interpretations of Chinese mythology.

A gift for listing on the NYSE.

给纽交所上市的一个礼物。

How many business cards did Ma Yun use?

马云到底用过多少张的名片？

But today we found at least a few of them.

但是今天我们至少找到了其中的几张。

Assistant Business Manager,

业务**副理**,

副理 (fù lǐ) deputy director; assistant manager.

Do you remember what age this is?

你还记得这是哪个年代的吗？

Head of Marketing
Department of Haibo Network
Consulting Co., Ltd.,

海博网络咨询有限公司市场部**主管**,

主管 (zhǔ guǎn) in charge; responsible for; person in charge; manager.

The handwritten phone above.

上面**手写**的电话。

手写 (shǒu xiě) to write by hand.

Obviously this business card is for a very important person.

显然这张名片是给一个非常重要的人。

Come again,

再来,

CEO of China Pages,

中国**黄页**CEO,

黄页 (huáng yè) Yellow Pages.

The chairman has.

这个主席有。

The chairman did not write on it,

主席上面没写,

no?

没有吧？

There are directors of SoftBank Group,

上面有软银**集团董事**、

集团 (jí tuán) group; bloc; corporation; conglomerate. **董事 (dǒng shì)** board member.

Chairman of Yahoo China
Board of Directors,

雅虎中国董事局主席、

雅虎 (yǎ hǔ) Yahoo, Internet portal.

Chairman and CEO of Alibaba Group.

阿里巴巴集团主席和**首席执行官**。

首席执行官 (shǒu xí zhí xíng guān) chief executive officer (CEO).

I haven't used this one before,

这张我**没用**过,

没用 (méi yòng) useless.

This person may be PS.

这张人家可能是PS的。

I can see that

我看得出来,

This is because I may be different from others,

这是我跟别人可能不一样,

It was possible that Haibo Translation Agency was good,

很早就可能海博翻译社也好,

早就 (zǎo jiù) already at an earlier time.

The front is my own company,

前面都是我自己的公司,

I'm the boss,

都是我是老板,

But I always write business assistants,

但我都是写业务副理、

Business executives.

业务主管。

Who do you give the big boss?

你把大老板交给谁?

交给 (jiāo gěi) to give; to deliver; to hand over.

I really hate that some business cards come out with three pages,

我很讨厌有些名片拉出来有三页,

He has titles all over the world,

全世界的title他都有,

Right?

对吧?

It is equivalent to a cadre at the department level,

相当于正科级干部,

相当于 (xiāng dāng yú) equivalent to. 科级 (kē jí) (administrative) section-level. 干部 (gàn bù) cadre; official; officer; manager.

Anyway, I read all kinds of business cards,

反正各种各样的名片我看了,

In fact, the higher you say,

其实你说的越高,

The higher the expectations of others of you.

别人对你期望值越高。

期望值 (qī wàng zhí) (math) expected value.

I have always said that Huang Yaoshi's martial arts is high,

我一直说黄药师的武功高,

Actually Huang Yaoshi's martial arts master is very tall,

其实黄药师的武功师是很高,

He is tall,

他高是高,

But others don't know how good this old man's martial arts is.

但别人不知道这个老头子武功有多么高。

If a person is two meters tall,

如果一个人身高两米,

身高 (shēn gāo) (a person's) height.

The tower-like people are standing there,

铁塔般的人站在那边,

铁塔 (tiě tǎ) iron tower.

Very fierce with two big hammers,	很凶拿两个大锤子，	凶 (xiōng) vicious; fierce; ominous; inauspicious; famine; variant of 凶 (xiōng). 锤子 (chuí zi) hammer.
When people look at it,	人家一看，	
I shot you to death long ago,	早就一枪给你打死了，	打死 (dǎ sǐ) to kill; to beat to death.
Right?	对吧？	
The old man took a fan,	这老头子拿一把扇子，	
Literary,	文绉绉的，	文绉绉 (wén zhōu zhōu) bookish; genteel; erudite.
You think he has no martial arts,	你觉得他没武功，	
I didn't expect to call him out,	没想到给他打出去了，	
So the business card needs to be low-key.	所以名片还得低调点好。	低调 (dī diào) low pitch; quiet (voice); subdued; low-key; low-profile.
The business card doesn't look like mine.	一看那个名片就不像是我的，	
Because I don't know what chairman,	因为我不会写什么主席、	
CEO,	CEO,	
There is really no way I will write it,	实在没办法我才会写上去，	没办法 (méi bàn fǎ) there is nothing to be done; one can't do anything about it.
There is no need to write today.	今天根本没必要写。	
This is really a business card we created,	这是真的我们自创的一张名片，	自创 (zì chuàng) to create; to come up with (an idea etc).
It is blank.	它是空白的。	空白 (kòng bái) blank space.
This year is Ali's 15th anniversary,	今年是阿里15周年，	周年 (zhōu nián) anniversary; annual.
We especially want to say,	我们特别想说，	
Ali's 30th anniversary,	阿里30周年的纪念日，	纪念日 (jì niàn rì) day of commemoration; memorial day.
If this business card is designed by yourself,	如果这张名片由你自己来做设计，	
What would it say above?	上面会怎么写呢？	
May be Jack Ma,	可能就是马云、	

A phone number,	一个电话号码,	
Or a mailbox,	或者一个邮箱,	
Maybe the others are useless.	可能其他都没什么用。	
You said if this is what kind of words are written on a tombstone,	你说如果这是块墓碑上面写什么样的字,	
I have to think about it,	我还要去想一想,	
I was really thinking recently,	我最近还真在想,	
It is difficult for this person to decide where you were born,	这个人是很难决定你出生在哪里,	
But people can decide how you die.	但人是可以决定你自己怎么死的。	
Have you really thought about some words of hope on the epitaph?	你真的想过 墓志铭 上希望的一些文字吗?	墓志铭 (mù zhì míng) epitaph.
I really,	我真的,	
Actually, I don't want an epitaph,	其实不是想墓志铭,	
You decide how you leave this world,	你决定你是怎么样离开这个世界,	
You have to have your own thinking,	你是要有自己的思考,	
This is what you can prepare.	这是你可以准备好的。	
How did you come to this world you can't prepare,	你怎么来到这个世界你 没法 准备,	没法 (méi fǎ) at a loss; unable to do anything about it; to have no choice.
Right?	对吧?	
Not prepared by you,	不是你准备,	
But you can prepare to leave this world,	但是离开这个世界你是可以准备,	
Sometimes there are some ideas that people can't think of.	有时候有一些创意让人家 想不到 。	想不到 (xiǎng bu dào) unexpected; hard to imagine; it had not occurred to me; who could have thought that.
In fact, we talked for so long at the scene,	其实我们在现场说了这么长时间,	

There has always been a particularly silent friend,

一直有一个特别沉默的朋友,

Listen carefully to all our conversations between the two of us.

在我们两人之间仔细地**聆听**我们所有的对话。

聆听 (líng tīng) to listen (respectfully).

of course,

当然,

How special,

如何特殊,

Let Mr. Ma come and reveal the answer to everyone, okay?

让马总来给大家**揭晓**一下**谜底**好吗?

揭晓 (jiē xiǎo) to announce publicly; to publish; to make known; to disclose. **谜底** (mí dǐ) answer to a riddle.

This is a gift we gave to the NYSE listing.

这是我们**送给**纽交所上市的一个礼物。

送给 (sòng gěi) to send; to give as a present.

Choose Taobao,

选择**淘宝**的,

Is to wash dolls,

就是**淘公仔**,

公仔 (gōng zǐ) doll; cuddly toy.

Very small,

很小,

We believe that small is a power.

我们认为小是一种力量。

I'm more interested in

我比较感兴趣的是,

I saw a group of very ordinary farmers in a village who made these things.

我看见制作这几件东西的是一个村里面非常普通的一批农民,

I used my hand to beat and beat such a thing,

用自己的手**敲敲打打**做出的这么一个东西,

敲敲打打 (qiāo qiāo dǎ dǎ) to make a continual banging sound; (fig.) to provoke with words.

We sent it to the New York Stock Exchange.

我们把它送到了纽交所。

The New York Stock Exchange has not accepted such a gift for many years.

纽交所其实已经很多年都没有接受过这样的礼物了。

The New York Stock Exchange has only accepted two gifts since its establishment.

纽交所成立**到现在**只接受过两个**礼品**,

到现在 (dào xiàn zài) up until now; to date. **礼品** (lǐ pǐn) gift; present.

Russia gave it to the New York Stock Exchange,

俄国送给纽交所,

俄国 (é guó) Russia.

At that time, in order to finance the approximate amount of dollars to support the Russian economic development,

In 1913.

We gave the second gift nearly 101 years later,

It is from China.

Come,

Let's see what it looks like,

There is also a Tai Chi sign on the head,

This is the element you want to include in their design?

Looking for Chinese business ideas in the entire Chinese culture,

Tai Chi philosophy,

The philosophy of yin and yang change,

Defeated others,

No opponent injured or killed,

Hurt others,

It shows that our skill is not enough.

There is also a Tai Chi sign on the head,

Is this an element you want to include in their design?

Yes,

I put the elements of Tai Chi inside,

那时候为了**融资**大概多少钱美元支持俄国**经济发展**,

1913年。

我们在**将近**101年以后送给第二件礼物,

是来自于中国的。

来,

我们看看它的**长相**,

头上还特别有一个太极的标志,

这是你希望他们设计当中加进去的**元素**?

在整个中国的文化里面寻找中国经商的思想,

太极哲学、

阴阳变幻哲学,

打败了人家,

无一**伤亡**对手,

把别人给伤害了,

说明我们**功力**还不够。

头上还特别有一个太极的标志,

这是你希望他们设计当中加进去的**元素**吗?

是的,

我把太极的**要素**放在**里边**,

融资 (róng zī) financing. **经济发展** (jīng jì fā zhǎn) economic development.

将近 (jiāng jìn) almost; nearly; close to.

长相 (zhǎng xiàng) appearance; looks; profile; countenance.

元素 (yuán sù) element; element of a set; chemical element.

阴阳 (yīn yáng) yin and yang. **变幻** (biàn huàn) to change irregularly; to fluctuate.

打败 (dǎ bài) to defeat; to overpower; to beat; to be defeated.

伤亡 (shāng wáng) casualties; injuries and deaths.

功力 (gōng lì) merit; efficacy; competence; skill; power.

是的 (shì de) yes, that's right; variant of 似的 (shì de).

要素 (yào sù) essential factor; key constituent. **里边** (lǐ bian) inside.

Because Tai Chi is a philosophical thought that represents our East,

因为太极是代表我们**东方**的一种哲学思想，

东方 (dōng fāng) east.

A great commercial system was born in the entire Christian thought of the West.

西方整个的**基督教**思想里面诞生了很了不起的商业体系。

西方 (xī fāng) the West; the Occident; Western countries. **基督教 (jī dù jiào)** Christianity; Christian.

So when I was working on Alibaba, I thought about a lot of things,

所以我在做阿里巴巴的时候思考很多的事，

So many companies in China,

中国那么多企业，

Learn America in a while,

一会儿学美国，

Learn the Soviet Union for a while,

一会儿学**苏联**，

苏联 (sū lián) Soviet Union, 1922-1991; abbr. for Union of Soviet Socialist Republics (USSR) 苏维埃社会主义共和国联盟 (sū wéi āi shè huì zhǔ yì gòng hé guó lián méng).

Learn Korean in a while,

一会儿学韩国，

I learned Japanese again in a while,

一会儿又学日本，

But in fact, any set of business is supported by a strong culture.

但是其实任何一套商业背后都有强大的文化**支撑**的。

支撑 (zhī chēng) to prop up; to support; strut; brace.

If Alibaba wants to become a great company,

如果阿里巴巴要想成为一家了不起的企业，

Our culture means that our soil is not fertile,

我们的文化也就我们的土壤不**肥沃**，

肥沃 (féi wò) fertile.

That's very troublesome.

那就很麻烦。

So I am looking for Chinese business ideas in the entire Chinese culture,

所以我是在整个中国的文化里面寻找中国经商的思想，

Taoist philosophy and Confucian theories,

道家哲学和**儒家**的理论，

道家 (dào jiā) Daoist School of the Warring States Period (475-221 BC), based on the teachings of Laozi or Lao-tze 老子 (lǎo zǐ) (c. 500 BC-) and Zhuangzi 庄子 (369-286 BC). **儒 (rú)** scholar; Confucian. **家的 (jiā de)** (old) wife.

This Tai Chi philosophy,

这个太极哲学、

The philosophy of yin-yang transformation is more consistent with the complementary of yin and yang in the course of business dynamics.

The same is true for competition,

We finally got together.

Yang Luchan, the top master of Chen style Taijiquan, finally fought in Beijing for seven or seventy-nine days.

He didn't defeat everyone,

But defeated others,

No opponent injured or killed,

That is called a master.

So business competition is the same,

In fact, we occasionally hurt others in the course of competition,

Hurt others,

It shows that our skill is not enough.

People feel that they should be involved in the business process,

Instead of resisting or confronting,

This is the highest state of business.

阴阳**变换**哲学更吻合在商业**动态**过程中阴阳**互补**,

竞争也一样,

我们最后是合**在一起**了。

陈氏太极拳**顶尖**高手杨露**禅**最后在北京打**擂**七七**四十九天**,

他牛不是把人家都打败,

倒是打败了人家,

无一伤亡对手,

那叫高手。

所以商业竞争也一样,

其实我们在竞争过程中偶尔**误伤**别人,

把别人给伤害了,

说明我们功力还不够。

商业过程中让人家对方觉得应该参与,

而不是**抵抗**或者**对抗**,

这才是**商界最高境界**。

变换 (biàn huàn) to transform; to convert; to vary; to alternate; a transformation. **动态** (dòng tài) movement; motion; development; trend; dynamic (science). **互** (hù) **补** (bǔ) complementary; to complement each other.

在一起 (zài yī qǐ) together.

陈 (chén) to lay out; to exhibit; to display; to narrate; to state; to explain; to tell; old; stale. **氏** (zhī) see 月氏 (yuè zhī) and 阚氏 (kàn zhī). **顶尖** (dǐng jiān) peak; apex; world best; number one; finest (competitors); top (figures in a certain field). **禅** (chán) dhyana (Sanskrit); Zen; meditation (Buddhism). **擂** (lèi) to beat (a drum). **四十** (sì shí) forty; 40. **九天** (jiǔ tiān) the Ninth Heaven; the highest of the heavens.

误伤 (wù shāng) to injure accidentally; accidental injury.

抵抗 (dǐ kàng) to resist; resistance. **对抗** (duì kàng) to withstand; to resist; to stand off; antagonism; confrontation.

商界 (shāng jiè) business world; business community. **最高** (zuì gāo) tallest; highest; supreme (court etc). **境界** (jìng jiè) boundary; state; realm.

The price we paid for the next
three to five years is very
heavy,

Only this painful price,

Will win our future success.

All investors are the same,

You made money,

He stares at you every day,

You don't make money,

You want money,

He runs faster than anyone
else,

You know this is your
opponent just by looking at it.

Your arrogance,

Others disagree with you.

Before the age of forty-eight,

Work is my life,

Starting tomorrow,

Life will be my job.

I was tired ten years ago,

But I didn't feel tired either,

I didn't feel tired at that time.

I don't feel tired now,

Because there are already
thousands of people who
believe that this day will come.

I'm not talking about it,

我们为后面三五年所这个代价是
非常惨重的，

只有这样的惨痛的代价，

才会赢得我们未来取得的成功。

所有**投资者**都一样，

你**挣钱**了，

他**天天**盯着你，

你不挣钱，

你要**钱**，

他跑得比谁都快，

你光自己一看就知道这是对手。

你的**狂妄**，

别人对你的不**认同**。

四十八岁之前，

工作是我的生活，

明天开始，

生活将是我的工作。

我十年前累过，

但我也没觉得累，

那时候没觉得累。

现在我觉得不累，

因为已经有**成千上万**的人相信这
一天会**到来**。

不是我在讲，

投资者 (tóu zī zhě) investor.

挣钱 (zhèng qián) to make money.

天天 (tiān tiān) every day. **盯** (dīng) to watch
attentively; to fix one's attention on; to stare at; to gaze
at.

要钱 (yào qián) to charge; to demand payment.

狂妄 (kuáng wàng) egotistical; arrogant; brassy.

认同 (rèn tóng) to approve of; to endorse; to
acknowledge; to recognize; to identify oneself with.

成千上万 (chéng qiān shàng wàn) lit. by the thousands
and tens of thousands (idiom); untold numbers;
innumerable; thousands upon thousands. **到来** (dào
lái) to arrive; arrival; advent.

Our wife must change me too.

我们家太太肯定也改变我。

Today 50 years past,

Today 50 years past,

we grow so significantly and
has become a house remain in
China.

we grow so significantly and
has become a house remain i
n China。

And soon are ready for the
world to know us.

And soon are ready for the wo
rld to know us。

Ten years of intense life,

十多年来的紧张生活,

Can make me still such
passionate work,

能够让我依然**如此**的这种充满**激
情**的工作,

如此 (rú cǐ) in this way; so. **激情 (jī qíng)** passion;
fervor; enthusiasm; strong emotion.

Still never afraid of
competition,

依然永远不害怕竞争,

Always think of new ways,

永远不断的去想新的办法,

This has a lot to do with my
learning Tai Chi.

这跟我学习太极拳是很有关系
的。