



INVESTOR RELATIONS

MAR. 2019

DISCLAIMER

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The financial information in this document are consolidated earnings results based on K-IFRS. These statements involve risks and uncertainties, and actual results may differ.

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COMPANY OVERVIEW

VISION & MISSION

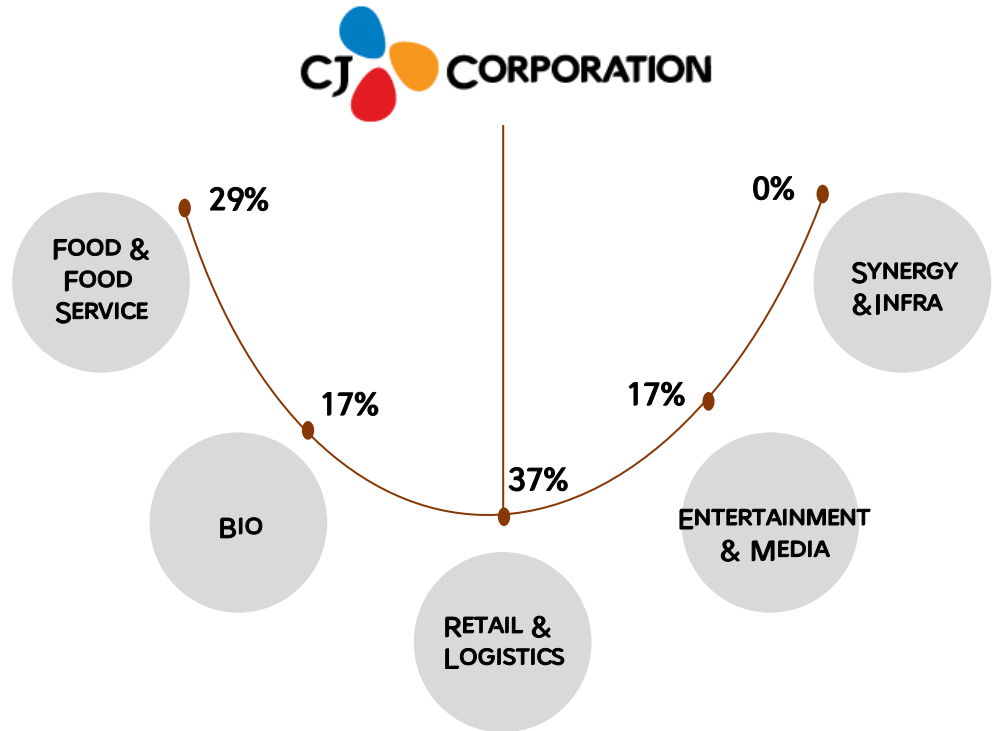
CORE BUSINESS AREAS

VISION

Create a New Culture For Healthy, Happy and Convenient Lifestyles

MISSION

Contribute to the global community by providing the best value to our customers with ONLYONE products and services



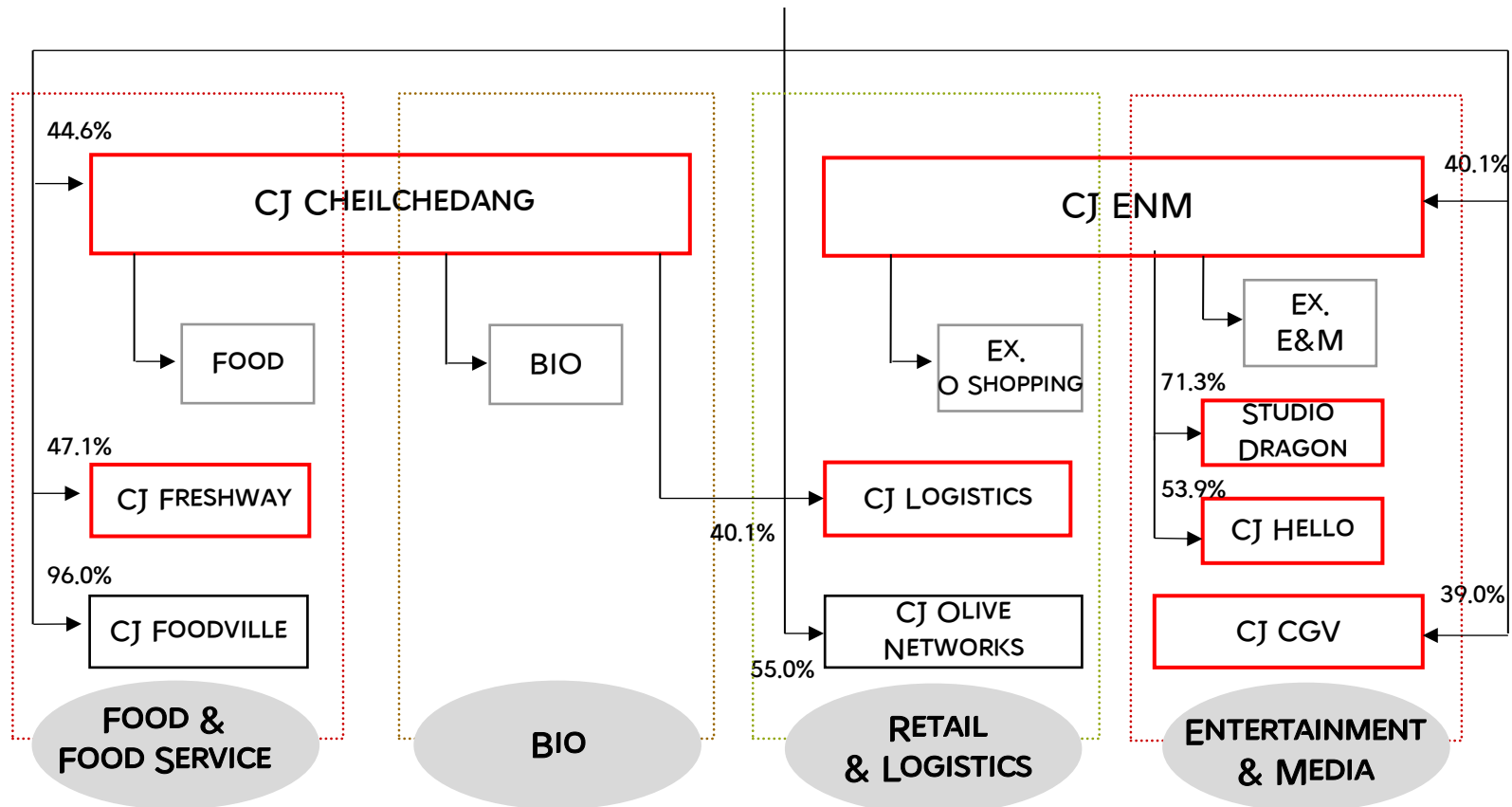
* 2018 K-IFRS Consolidated, Revenue Breakdown

COMPANY OVERVIEW



[AS OF END OF DEC, 2018]

LISTED

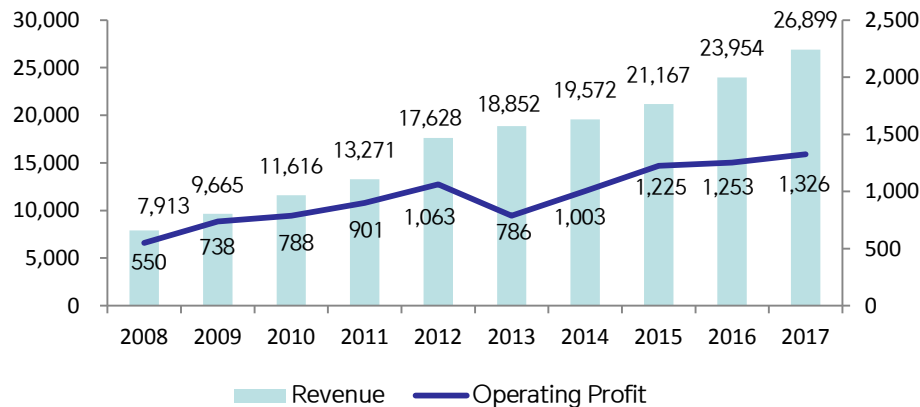


*Note: Common Stock Basis

COMPANY OVERVIEW

FINANCIAL SUMMARY

[Unit: W Bn]



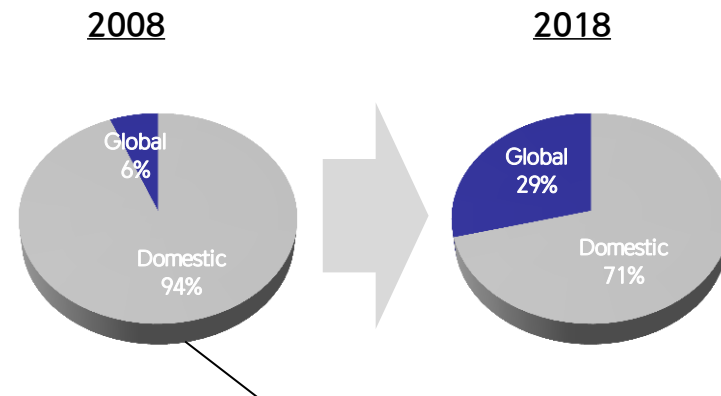
NOTE: K-IFRS CONSOLIDATED

- Since the transition to a holdings company in September 2007, CJ Corp has achieved Sales CAGR of 14.6% and operating profit CAGR of 10.3% through adopting “choose and focus” strategy on 4 core business areas.
- By the end of 2018, Company's total assets and revenue recorded KRW 31.7 trillion and KRW 29.5 trillion , which is 262% and 273% increase within past 10 years, respectively.

CJ'S GLOBALIZATION

- Expand global presence of businesses which are already indisputably a domestic leader under the operations of CJ CJ, CJ Logistics, CJ CGV and more
- Continue to increase global sales proportion which has seen a remarkable growth from 6% in 2008 up to 29% in 2018
- Increase market share already at unwavering global No. 1 of major Bio products, namely lysine, nucleotides and tryptophan
- No.1 theater operator in Vietnam and Turkey

Consolidated Revenue



COMPANY OVERVIEW

BUSINESS OVERVIEW

- Strengthen competitiveness and maximize synergies between four core business areas in the group

- ❑ **Food & Food Services** : Actively pursue global expansion based on the experience as the country's leading producer and service provider
- ❑ **Bio** : Secure global No. 1 position in green bio with outstanding R&D and advanced technologies
- ❑ **Retail & Logistics** : Provide the largest total logistics services and operate the country's top selling home shopping channel and Korea's leading health & beauty (H&B) store brand
- ❑ **Entertainment & Media**: Create and produce contents unlimited to movies, music, drama and performance and operate the country's largest movie theater complex

[Unit: W Bn, %]

B/S	2017	2018	P/L	2017	2018
Asset	29,325	31,729	Revenue	26,899	29,523
Liability	17,333	19,207	Operating Profit	1,326	1,333
Equity	11,992	12,522	Net Income	1,137	880
Liability to Equity Ratio	145%	153%	OP Margin	4.9%	4.5%

Note: K-IFRS Consolidated

As of End of 2018	Type	No. of Shares	Stake	Note
Shares	Common	29,176,998		
Outstanding	Preferred	2,260,223		
Treasury	Common	2,971,575	10%	
Shares	Preferred	1,120		
Major Shareholder	Common	12,275,574	42%	

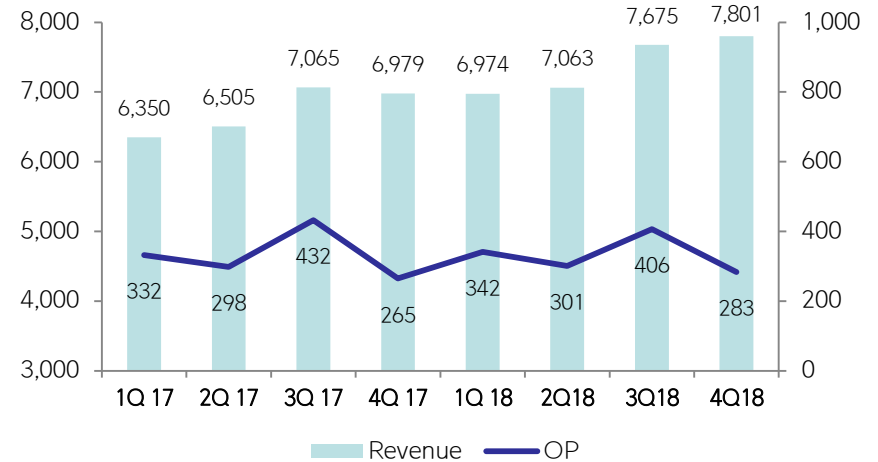
4Q18 EARNINGS REVIEW

FINANCIAL HIGHLIGHTS

[UNIT : W BN]

	1Q 17	2Q 17	3Q 17	4Q 17	1Q 18	2Q18	3Q18	4Q18
Revenue	6,350	6,505	7,065	6,979	6,974	7,063	7,675	7,801
Operating Profit	332	298	432	265	342	301	406	283
(%)	5.2%	4.6%	6.1%	3.8%	4.9%	4.3%	5.3%	3.6%

[UNIT : W BN]



- **4Q18: Revenue KRW 7,800.6bn (YoY +11.8%), OP KRW 283.3bn (YoY +7.0%)**

- : Growth led by continued growth momentum at CJ CJ's Food/Bio, CJ Logistics' Global/Parcel and CJ ENM's Media business
 - : OP slightly increased with the efficiency of primary subsidiaries (CJ CJ, ENM, CJ Logistics)

- **Enhanced market competitiveness in all four main business areas, which has achieved more stability in diversified portfolio**

- : Driving future growth through globalization – continuous endeavors in diversifying product portfolio within the Food business, setting the cornerstone by acquisition of local company at CJ Logistics and enhancing content producing capability at CJ ENM
 - : Inter-sub synergies – business portfolio includes Food, Entertainment, Retail and Logistics, all of which are synergistic to one another, promoting further growth ※ As of July 1st, CJ O Shopping and CJ E&M merged to CJ ENM

2018 OPERATING RESULTS BY BUSINESS

Revenue (accumulated)

[UNIT : W BN]

	2017	2018	YoY
Food & Food Service	8,195	8,595	4.9%
Bio	4,746	4,999	5.3%
Retail & Logistics	9,437	11,017	16.7%
Entertainment & Media	4,509	4,899	8.7%
Others	12	13	13.6%
Total	26,899	29,523	9.8%

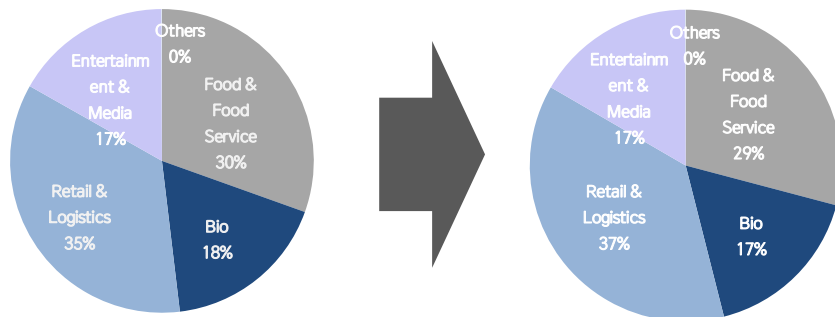
Operating Profit (accumulated)

[UNIT : W BN]

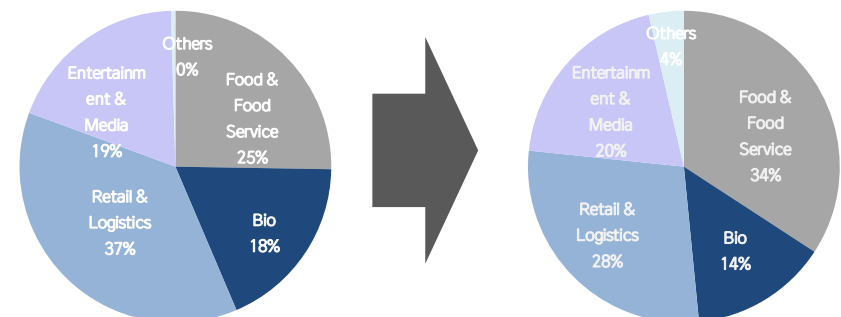
	2017	2018	YoY
Food & Food Service	335	379	13.4%
Bio	243	259	6.5%
Retail & Logistics	491	425	-13.4%
Entertainment & Media	251	278	10.7%
Others	6	-9	-264.9%
Total	1,326	1,333	0.5%

STABILITY OF THE BUSINESS PORTFOLIO

REVENUE



OPERATING PROFIT

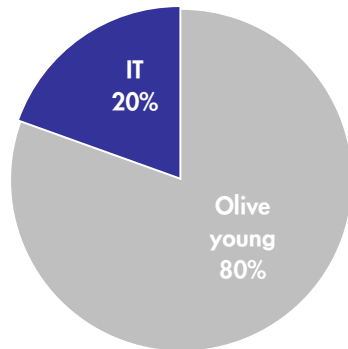


4Q18 FINANCIAL HIGHLIGHTS

Company		4Q18 W bn	YoY	Highlights
CJCJ	Revenue	2,651	+6.7%	· Food&Bio divisions continue robust sales growth(Excl. CJ Healthcare +8.1%yoy)
	OP	104	+6.5%	· Up with competitiveness of Bio and turnaround in Feed and Livestock (Excl. CJ H/C +10.8%yoy)
CJ Logistics	Revenue	2,515	+30.0%	· Solid growth from parcel(+16.1%yoy) and global (+32.9%yoy) division
	OP	87	+45.7%	· CL division enhanced profitability by divesting and restructuring loss making business
ENM	Revenue	1,198	+9.9%	· Robust top-line growth driven by strong performance of TV/Digital Ad and Content Sales etc.
	OP	69	+14.6%	· Continued to growth despite increase in content amortization and platform commission
CGV	Revenue	450	-0.8%	· Despite growth in Kor/Vietnam/Indonesia, decrease in the value of TRY kept sales a bit down
	OP	26	-39.9%	· Improved in Indonesia/4DX but Kor cost has increased as the # of site growth
FreshWay	Revenue	719	+17.4%	· Despite unfavorable external conditions, maintained solid growth
	OP	18	+67.6%	· With strategy to improve efficiency achieved all-time high quarterly results

※ CJCJ excluding CJ Logistics

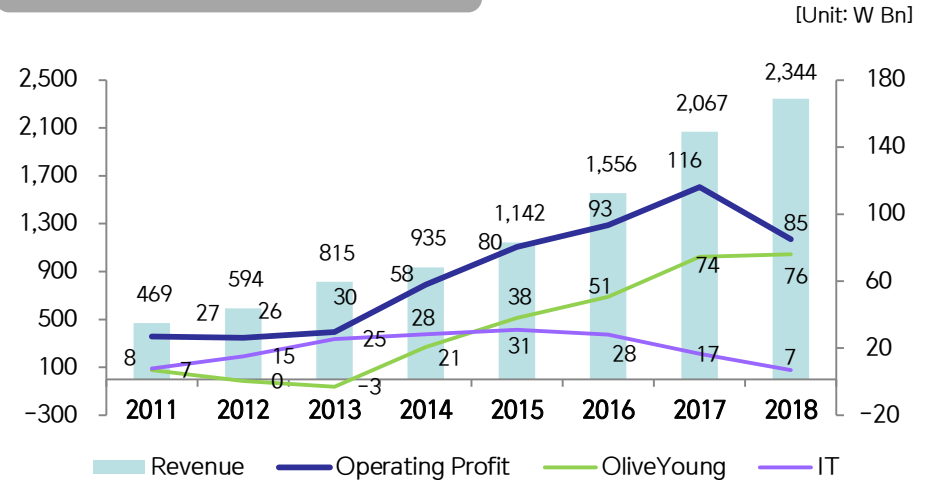
BUSINESS OVERVIEW



● FY18, Sales Portion (domestics)

- CJ OliveNetworks operates Korea’s leading health & beauty (H&B) store, CJ Olive Young, and IT service.
- CJ OliveNetworks’ Olive Young BU is an undisputed leader in Korea’s H&B Store industry with its domestic store chain numbered 1,198 stores, as the end of 2018

FINANCIAL HIGHLIGHTS



* Note: K-IFRS Consolidated basis,
2011~2014 financial results were based on the sum of CJ OliveYoung and CJ Systems

[Unit: W Bn, %]

B/S	2017	2018	P/L	2017	2018
Asset	1,152.6	1,258.5	Revenue	2,067.4	2,343.6
Liability	668.1	730.7	Operating Profit	116.2	85.3
Equity	484.5	527.8	Net Income	81.3	59.9
Liability to Equity ratio	138%	138%	OP Margin	5.6%	3.6%

* Note: K-IFRS Consolidated basis

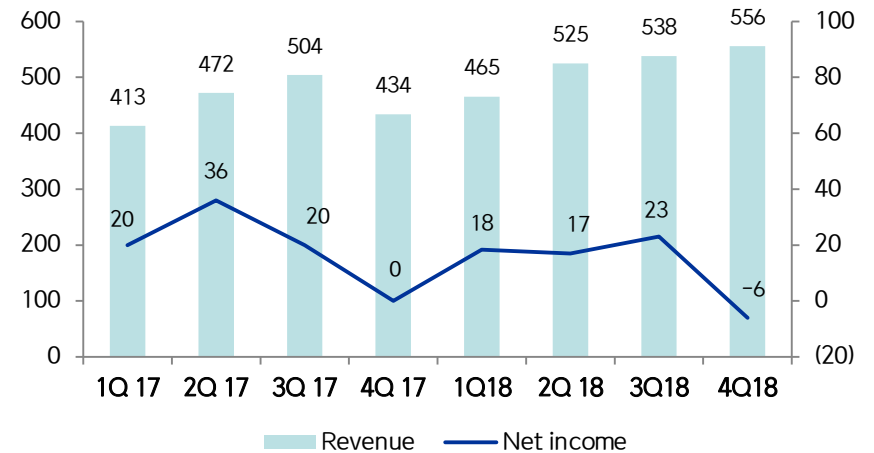
FINANCIAL HIGHLIGHTS

[Unit: W Bn]

	1Q 17	2Q 17	3Q 17	4Q 17	1Q 18	2Q 18	3Q 18	4Q 18
Revenue	413	472	504	434	465	525	538	556
OY	334	379	396	319	375	425	435	425
IT	79	93	108	115	91	100	103	131
Net Income	20	36	20	-0	18	17	23	-6
Store (Domestic)	868	938	1,011	1,074	1,104	1,144	1,178	1,198
Direct Control	704	759	810	861	891	925	952	966
Franchise	164	179	201	213	213	219	226	232

* K-IFRS Separate

[Unit: W Bn]

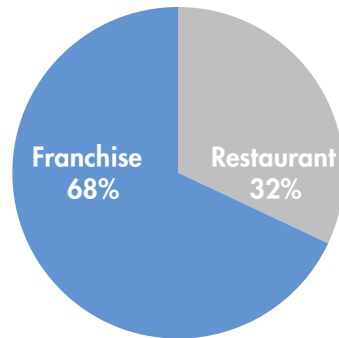


● 4Q18: Revenue KRW 555.8bn (YoY +28.0%), NI KRW -6.3bn

- 1,198 stores (966 direct management stores, 232 franchised stores, up +20 stores from the end of 3Q18, +124 stores from end of 2017)
- [Revenue] Up 33.3% QoQ with new olive-young store openings
- [NI] Remain negative due to impairment losses in overseas business, and corporate tax increase
- Strengthen market dominance through continuous store opening and increasing revenue per store (H&B market share 66.0%)

UNLISTED SUBSIDIARY : CJ FOODVILLE

BUSINESS OVERVIEW

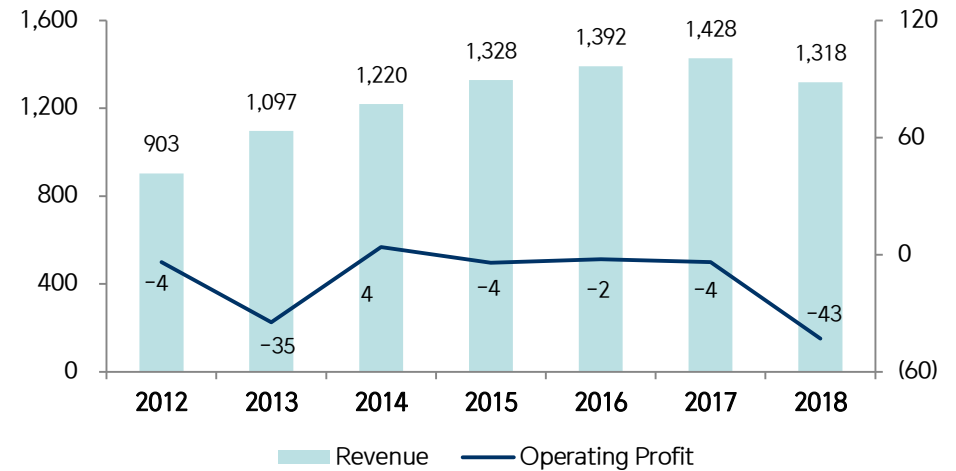


● FY18, Sales Portion (domestics)

- As the end of 2018, actively pursue global expansion while currently operating 2,566 sites in domestics and 380 sites in overseas including China and Southeast Asia from 16 restaurant and franchise brands
- Promote further growth by constantly creating brands including “Tous Les Jours”, “A Twosome Place”, “VIPS”, “Season’s Table”, “The Place”

FINANCIAL HIGHLIGHTS

[Unit: W Bn]



[Unit: W Bn, %]

B/S	2017	2018	P/L	2017	2017
Asset	643.5	732.1	Revenue	1,427.5	1,371.6
Liability	680.5	721.1	Operating Profit	-3.8	-43.4
Equity	-37.0	11.0	Net Income	-32.5	-128.3
Liability to Equity Ratio	-	6,555.5%	OP Margin	-0.3%	-3.2%

* Note: K-IFRS Consolidated basis

UNLISTED SUBSIDIARY : CJ FOODVILLE

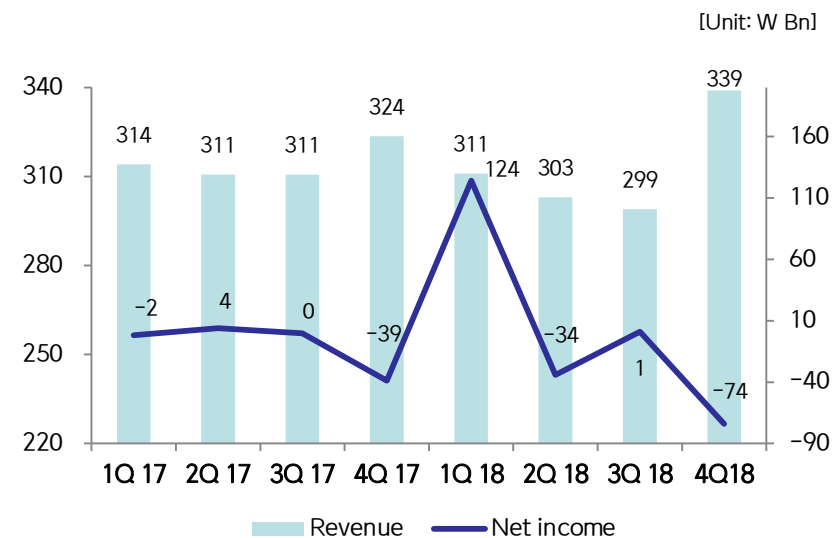
FINANCIAL HIGHLIGHTS

[Unit: W Bn]

	1Q 17	2Q 17	3Q 17	4Q 17	1Q 18	2Q 18	3Q 18	4Q 18
Revenue	314	311	311	324	311	303	299	339
Net Income	-2	4	-0	-39	124	-34	1	-74
Site(Domestic)	2,356	2,430	2,485	2,488	2,509	2,550	2,557	2,566
Direct Control	281	283	297	297	279	279	274	252
Franchise	2,075	2,147	2,188	2,191	2,230	2,271	2,283	2,314
Overseas site	355	396	428	430	426	421	418	380

* K-IFRS Separate

* 2018 : Including financials of "Twosome Place"



● Revenue KRW 338.8bn (YoY -3.8%), NI KRW -74.2bn

- [Revenue] Despite stagnation of food service industry, Twosome Place continue robust sales growth
- [NI] Recorded deficit due to costs in closing restaurants
- Pursuing continuous key brands growth and enhancing brand competitiveness

APPENDIX

FINANCIAL STATEMENT

CONSOLIDATED STATEMENTS

[Unit: W Bn]

	2017	2018	YoY
I. Current Assets	8,160	8,867	707
1. Cash and Cash Equivalents	1,219	1,474	254
2. Short-term Financial Instruments	434	163	-271
3. Trade Receivables	3,552	3,535	-17
4. Inventories	1,733	2,024	291
5. Other Current Assets	1,222	1,672	450
II. Non-Current Assets Held for Sale	173	2	-171
III. Non-Current Assets	20,992	22,860	1,868
Total Asset	29,325	31,730	2,404
I. Current Liabilities	9,363	10,998	1,635
III. Non-Current Liabilities	7,970	8,209	239
Total Liabilities	17,333	19,208	1,875
I. Equity Attributable to Owners of the Company	3,930	4,059	129
1. Capital Stock	158	158	0
2. Paid-in Capital in Excess of Par Value	993	993	0
3. Other Components of Equity	-336	-429	-92
4. Retained Earnings	3,115	3,336	221
II. Non-Controlling Interest	8,062	8,463	401
Total Equity	11,992	12,522	530
Debt Ratio	144.5%	153.4%	8.9%pt.

[Unit: W Bn]

구분	4Q17	4Q18	YOY
I. Revenue	6,979	7,801	11.8%
II. COGS	4,847	5,725	18.1%
III. Gross Profit	2,132	2,076	-2.6%
IV. Operating Profit	1,342	1,352	0.7%
V. Profit before Income Tax	35	-337	Turn Neg.
VI. Tax Expenses	21	-30	Turn Neg.
VII. Net Profit	14	-307	Turn Neg.
1. Profit Attributable to Owners of the Company	-9	-181	Remain Neg.
2. Profit Attributable to Non-Controlling Interests	23	-126	Turn Neg.

[Unit: W Bn]

구분	2017	2018	YOY
I. Revenue	26,899	29,523	9.8%
II. COGS	18,609	21,170	13.8%
III. Gross Profit	8,290	8,353	0.8%
IV. Operating Profit	1,326	1,333	0.5%
V. Profit before Income Tax	1,575	1,320	-16.2%
VI. Tax Expenses	438	440	0.5%
VII. Net Profit	1,138	880	-22.7%
1. Profit Attributable to Owners of the Company	464	276	-40.5%
2. Profit Attributable to Non-Controlling Interests	674	604	-10.4%

FINANCIAL STATEMENT

SEPARATE STATEMENTS

[Unit: W Bn]

	2017	2018	YoY
I. Current Assets	54	54	0
1. Cash and Cash Equivalents	33	31	-2
2. Short-term Financial Instruments	-	-	-
3. Other Current Assets	21	23	2
II. Non-Current Assets	2,790	2,758	-31
Total Asset	2,844	2,812	-78
I. Current Liabilities	127	50	102
II. Non-Current Liabilities	7	109	241
Total Liabilities	134	158	160
I. Capital Stock	158	158	-
II. Paid-in Capital in Excess of Par Value	993	993	-
III. Other Components of Equity	-167	-216	-49
IV. Retained Earnings	1,725	1,719	-6
Total Equity	2,710	2,654	-56
Debt Ratio	4.9%	6.0%	1.1%pt.

[Unit: W Bn]

구분	4Q17	4Q18	YOY
I. Operating Revenue	53	59	4.8%
- Royalty Income	27	30	7.3%
- Dividend Income	-	-	-
- Others	26	29	-31.3%
II. Operating Expenses	46	50	776.5%
III. Operating Profit	8	9	1,312.5%
IV. Profit before Income Tax Benefit(Expense)	7	13	-29.7%
V. Income Tax Benefit(Expense)	1	4	-25.0%
VI. Net Profit	6	9	-29.8%

[Unit: W Bn]

구분	2017	2018	YOY
I. Operating Revenue	158	170	7.3%
- Royalty Income	93	100	7.3%
- Dividend Income	34	38	13.0%
- Others	32	32	1.3%
II. Operating Expenses	90	91	1.3%
III. Operating Profit	69	79	15.3%
IV. Profit before Income Tax Benefit(Expense)	67	40	-39.8%
V. Income Tax Benefit(Expense)	8	4	-46.3%
VI. Net Profit	59	36	-38.8%

THANK YOU