

The logo for CJ Corporation features the letters 'CJ' in a bold, black, sans-serif font. To the right of 'CJ' are three overlapping, teardrop-shaped circles: a blue one at the top, an orange one to the right, and a red one at the bottom. To the right of these circles, the word 'CORPORATION' is written in a smaller, black, sans-serif font.

CJ CORPORATION

INVESTOR RELATIONS

Mar. 2017

Disclaimer

This presentation was made as the dates shown and reflected management views as of these dates. All financial information regarding CJ corp. business results and forward looking statements and beliefs about future events are subject to known risks and uncertainties that may cause actual results to differ from those stated or implied.

The financial information in this document are consolidated earnings results based on K-IFRS. This document is provided for the convenience of investors only, before our external audit on financial results of our headquarter is completed. These statements involve risks and uncertainties, and actual results may differ.

CJ corp. is under no obligation or responsibility to update the information provided in the presentation in correspondence to their respective dates.

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Company Overview



COMPANY OVERVIEW

Vision & Mission

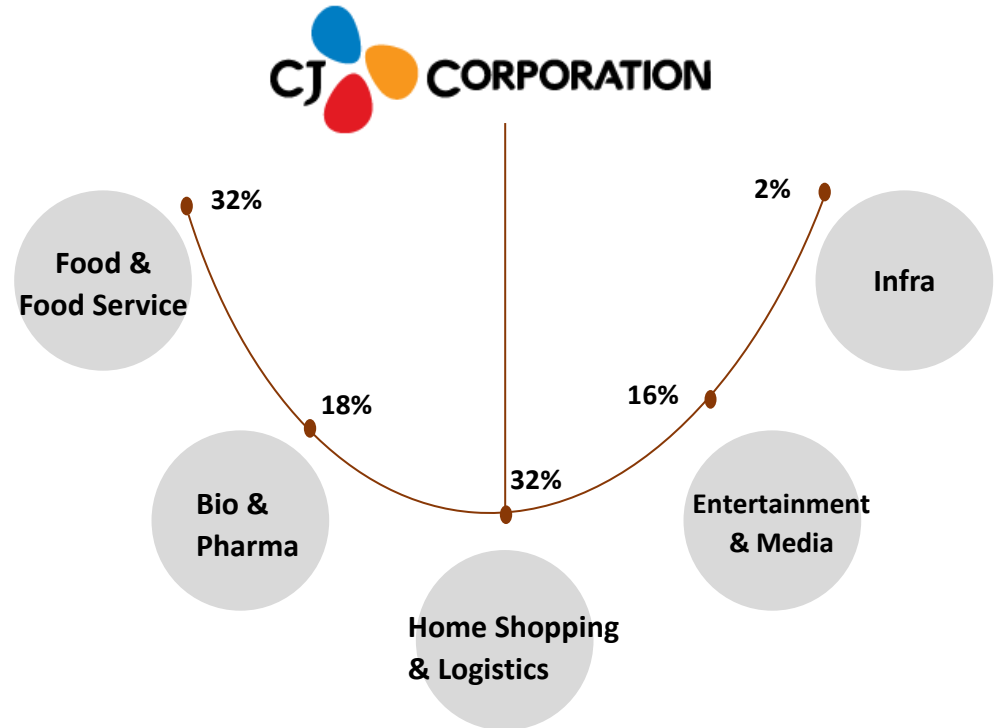
4 Core Business Areas

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



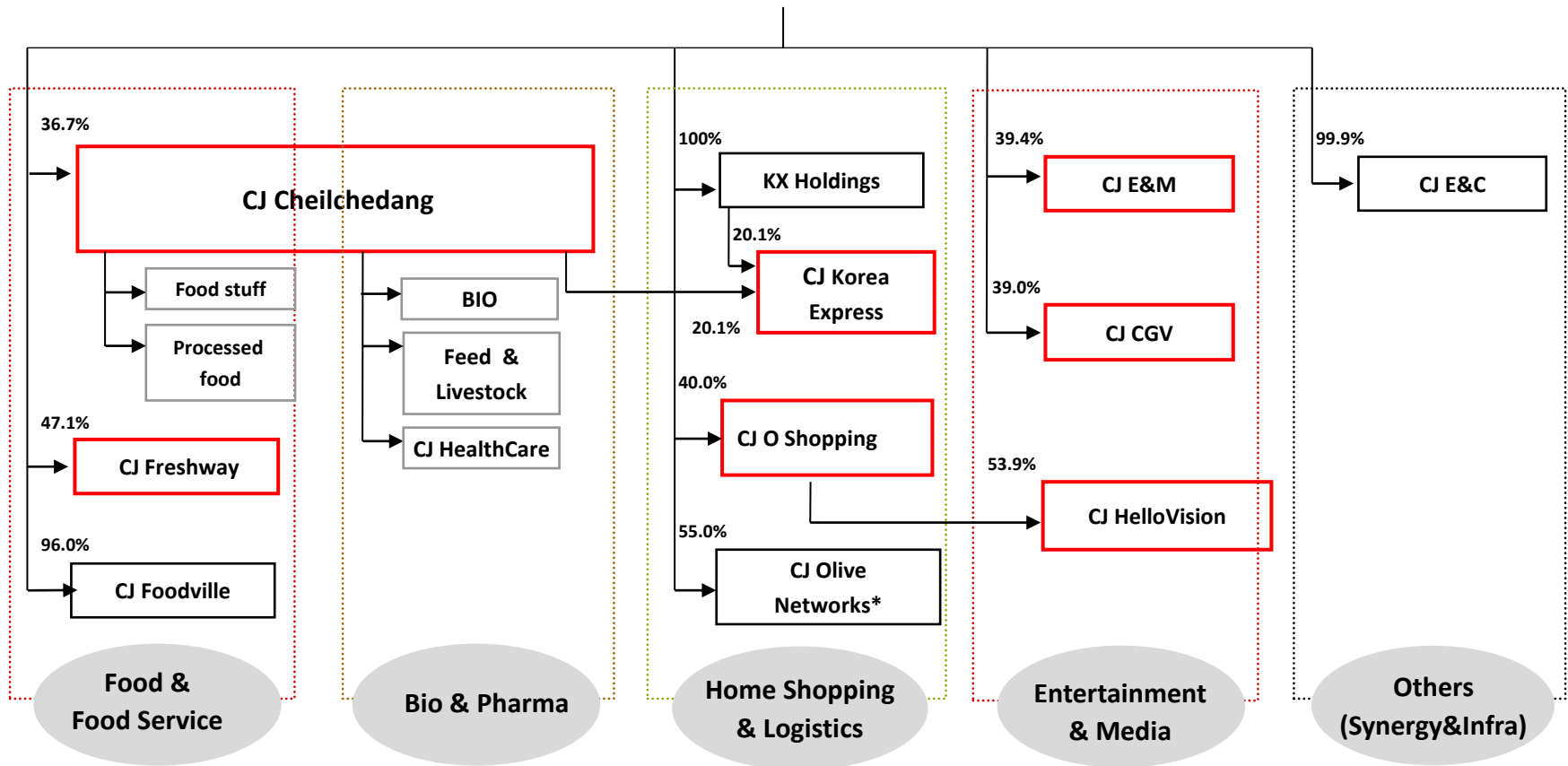
*2016 K-IFRS Consolidated, Revenue Breakdown

COMPANY OVERVIEW



[As of Dec. 31, 2016]

Listed

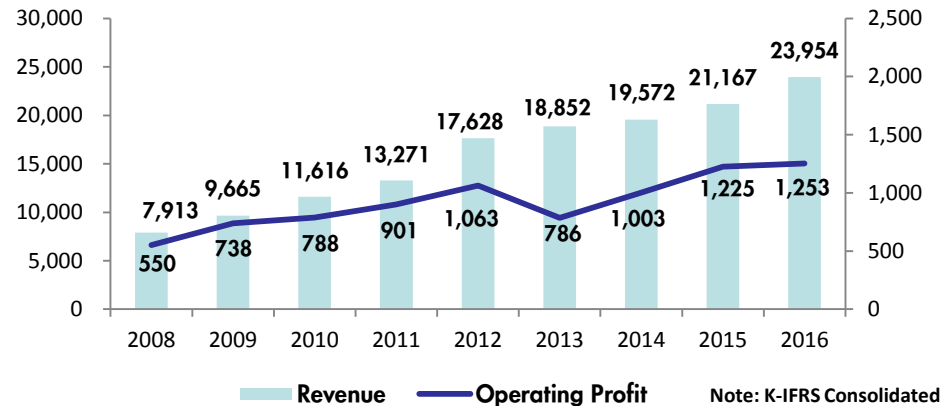


*Note: Common stock basis

COMPANY OVERVIEW

Financial Summary

[Unit: W Bn]

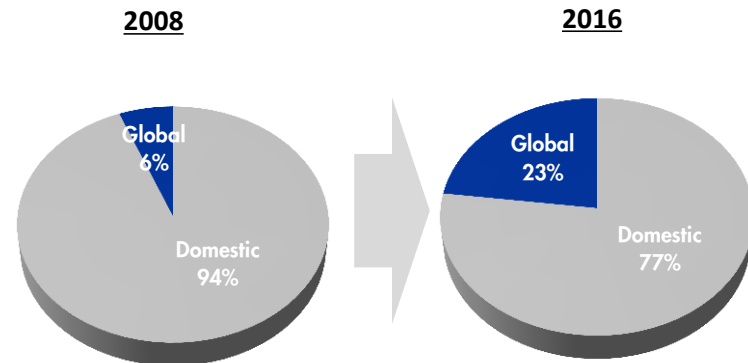


- Since the transition to a holdings company in September 2007, CJ Corp has achieved Sales CAGR of 14.8% and operating profit CAGR of 10.8% through adopting “choose and focus” strategy on 4 core business areas.
- By the end of 2016, Company's total assets and revenue recorded KRW 27.0 trillion and KRW 23.9 trillion , which is 177% and 203% increase within past 8 years, respectively.

CJ's Globalization

- Expand global presence of businesses which are already indisputably a domestic leader under the operations of CJ CJ, CJ Korea Express, CJ CGV and more
- Continue to increase global sales proportion which has seen a remarkable growth from 6% in 2008 up to 23% in 2016
- 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 & Pharma : Secure global No. 1 position in green bio with outstanding R&D while fortifying presence as one of the leading pharmaceutical companies in the country**
- Home Shopping & Logistics : Provide the largest total logistics services and operate the country's top selling home shopping channel**
- 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	2015	2016	P/L	2015	2016
Asset	23,562	27,010	Revenue	21,167	23,954
Liability	13,699	15,755	Operating Profit	1,225	1,253
Equity	9,863	11,254	Net Income	551	570
Liability to Equity Ratio	139%	140%	OP Margin	5.8%	5.2%

Note: K-IFRS Consolidated

As of End of 2016	Type	No. of Shares	Stake	Note
Shares	Common	29,176,998		
Outstanding	Preferred	2,260,223		
Treasury	Common	2,971,570	10%	
Shares	Preferred	1,120		
Major Shareholder	Common	12,275,574	42%	

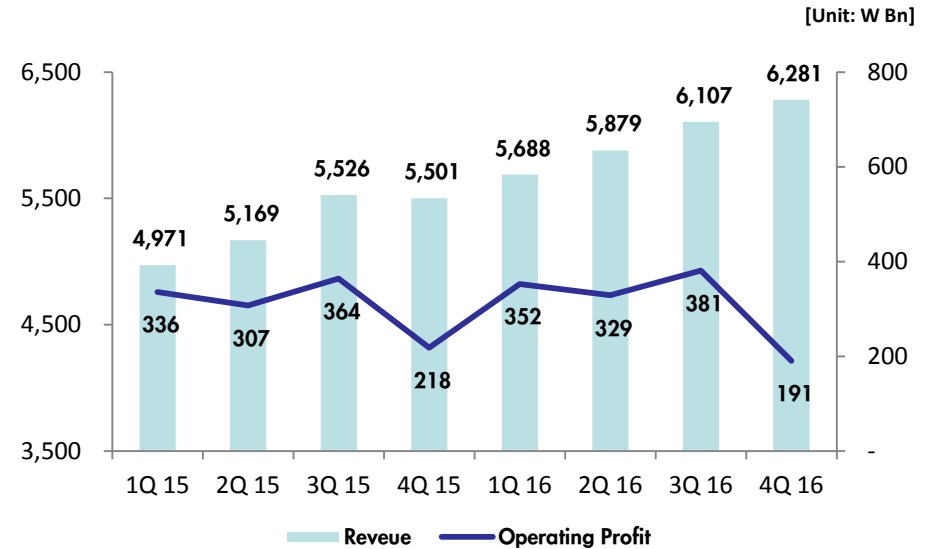
4Q16 Earnings Review



Financial Highlights

[Unit: W Bn]

	1Q 15	2Q 15	3Q 15	4Q 15	1Q 16	2Q 16	3Q 16	4Q 16
Revenue	4,971	5,169	5,526	5,501	5,688	5,879	6,107	6,281
Operating Profit	336	307	364	218	352	329	381	191
(%)	6.8%	5.9%	6.6%	4.0%	6.2%	5.6%	6.2%	3.0%



- Sales KRW 6,280.6bn (YoY +14.2%), OP KRW 190.6bn (YoY -12.7%)**

- : Growth led by continued growth momentum at CJ CJ and CJ Korea Express
- : OP retreated due to one-off expenses from CJ Hellovision

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

- : Driving future growth through globalization - enhancing content producing capability at CJ E&M, setting the cornerstone by acquisition of local company at CJ Korea Express, continuous endeavors in diversifying product portfolio within the Bio business
- : Inter-sub synergies – business portfolio includes F&B, entertainment, and logistics, all of which are synergistic to one another, promoting further growth

4Q 16 Operating Results by business

Revenue (accumulated)

[Unit: W Bn]

	4Q 15	4Q 16	YoY
Food & Food Service	6,764	7,533	11.4%
Bio & Pharma	3,958	4,295	8.5%
Home Shopping & Logistics	6,543	7,724	18.1%
Entertainment & Media	3,567	3,923	10.0%
Others	336	478	42.3%
Total	21,167	23,954	13.2%

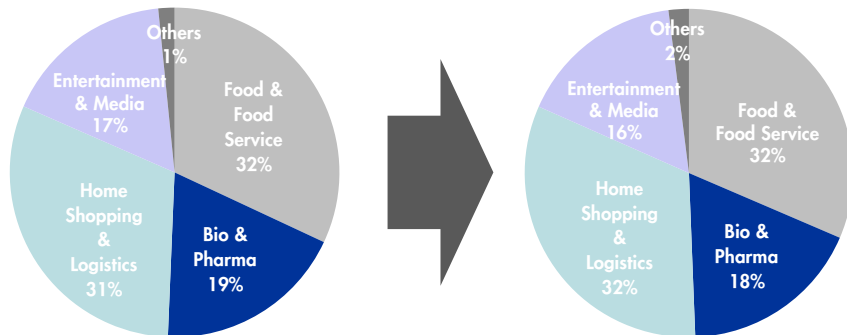
Operating Profit (accumulate)

[Unit: W Bn]

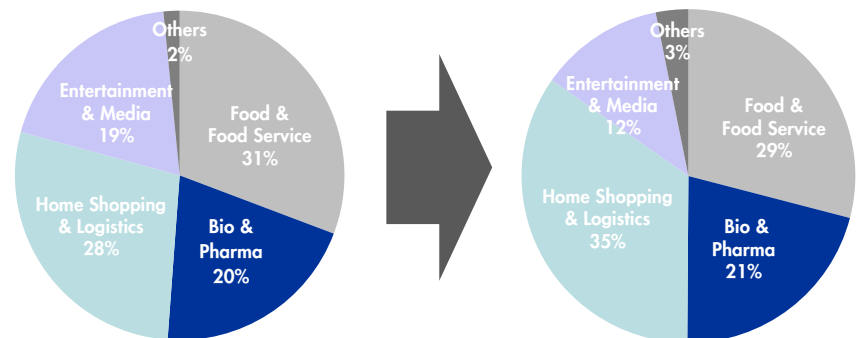
	4Q 15	4Q 16	YoY
Food & Food Service	377	364	-3.4%
Bio & Pharma	250	264	5.5%
Home Shopping & Logistics	344	434	26.1%
Entertainment & Media	235	152	-35.4%
Others	19	40	103.6%
Total	1,225	1,253	2.3%

Stability of the Business Portfolio

Revenue

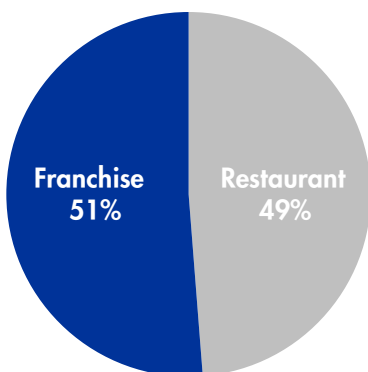


Operating Profit



Unlisted Subsidiary 1 - CJ Foodville

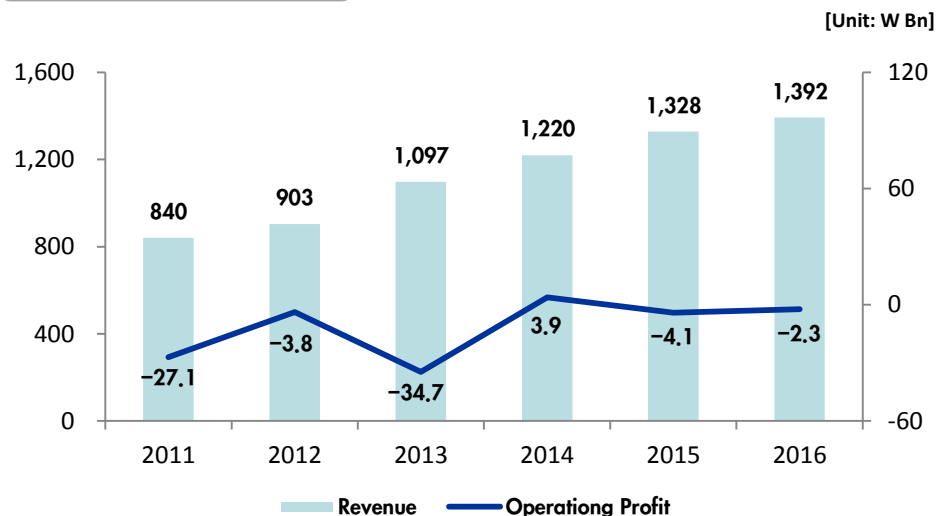
Business Overview



2016, Sales Portion (domestics)

- As of end of 2016, actively pursue global expansion while currently operating 2,325 sites in domestics and 357 sites in overseas including the US, China and the UK from 15 restaurant and franchise brands
- Promote further growth by constantly creating new brands including the newest "Season's Table"

Financial Highlights



[Unit: W Bn, %]

B/S	2015	2016	P/L	2015	2016
Asset	552.2	542.1	Revenue	1,328.0	1,391.7
Liability	542.8	535.5	Operating Profit	-4.1	-2.3
Equity	9.4	6.6	Net Income	-21.8	1.3
Liability to Equity Ratio	5,774%	5,949%	OP Margin	-0.3%	-0.2%

Note: 2010-2016 in K-IFRS/Consolidated basis, 2008-2009 in K-GAAP/Consolidated basis

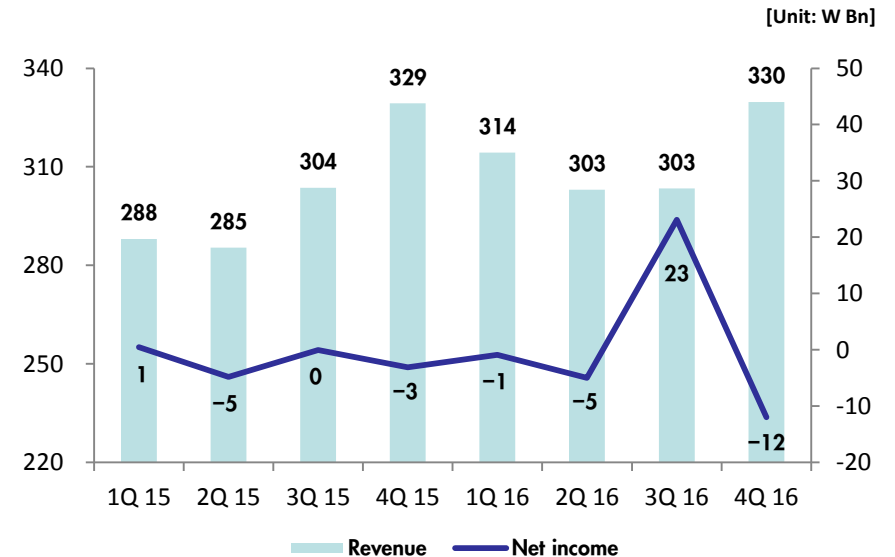
Unlisted Subsidiary 1 - CJ Foodville

Financial Highlights 2

[Unit: W Bn]

	1Q 15	2Q 15	3Q 15	4Q 15	1Q 16	2Q 16	3Q 16	4Q 16
Revenue	288	285	304	329	314	303	303	330
Net Income	1	-5	0	-3	-1	-5	23	-12
Site(Domestic)	2,067	2,125	2,159	2,170	2,213	2,259	2,299	2,325
Direct control	253	266	277	275	284	281	283	279
Franchise	1,814	1,859	1,882	1,895	1,929	1,978	2,016	2,046
Overseas site	221	225	241	265	269	285	309	357

* K-IFRS Separate

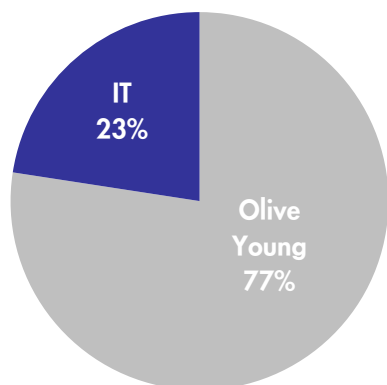


● Sales KRW 329.7bn (YoY +0.1%), NI KRW -12.0bn

- : The number of **Twosome Place** stores (from 686 at the end of 2016 to 800) and the **'Seasons' Table'** stores (from 33 to 45) increased
- : Net income increased due to gain from disposal of wedding banquet division in 3Q 2016
- Net income retreated due to impairment loss for investment in subsidiaries in 4Q 2016
- : Secured a growth driver from continued growth momentum of key brands and a series of launches of new brand

Unlisted Subsidiary 2 - CJ Olive Networks

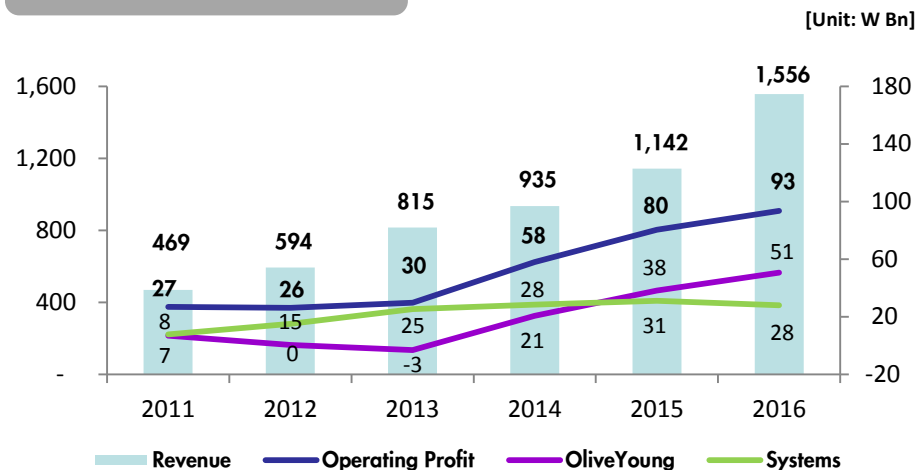
Business Overview



2016, Sales Portion (domestics)

- As of December 2014, Korea's leading health & beauty (H&B) store brand, CJ Olive Young, and the IT service provider CJ Systems were merged under the name CJ OliveNetworks
- CJ OliveNetworks' Olive Young BU is an undisputed leader in Korea's H&B Store industry with its domestic store chain numbered 800 stores, as of end of 2016

Financial Highlights 1



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

B/S		P/L		[Unit: W Bn, %]	
	2015	2016		2015	2016
Asset	660.3	952.5	Revenue	1,142.2	1,555.8
Liability	406.8	509.9	Operating Profit	80.4	93.5
Equity	253.5	422.6	Net Income	59.1	81.1
Liability to Equity Ratio	160%	121%	OP Margin	7.0%	6.0%

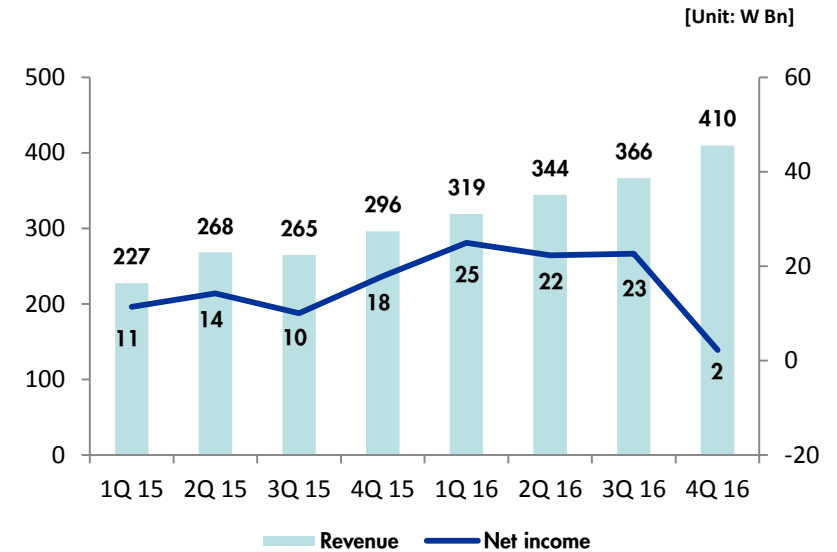
* Note: K-IFRS Consolidated basis

Unlisted Subsidiary 2 - CJ Olive Networks

Financial Highlights 2

	[Unit: W Bn]							
	1Q 15	2Q 15	3Q 15	4Q 15	1Q 16	2Q 16	3Q 16	4Q 16
Revenue	227	268	265	296	319	344	366	410
OY	168	193	194	203	248	260	292	314
IT	60	75	71	93	71	84	74	95
Net Income	11	14	10	18	25	22	23	2
Store(Domestic)	441	473	506	552	591	639	702	800
Direct control	291	320	354	398	434	484	543	640
Franchise	150	153	152	154	157	155	159	160

* K-IFRS Separate



● 4Q16 Sales KRW 409.7bn (YoY +38.5%), NI KRW 2.2(YoY -87.7%)

: 800 stores (640 direct management stores, 160 franchised stores), up +248 stores from the end of 2015

: Delivered both top-line and earnings growth, thanks to 1) new store launches; 2) improved efficiency per store; and 3) economies of scale

: H&B market share: 60.0% (number of store basis)

Appendix



Financial statement

Consolidated Statements

[Unit: W Bn]

	4Q 15	4Q 16	YOY
I. Current Assets	6,944	7,856	912
1. Cash and Cash Equivalents	1,195	1,169	-26
2. Short-term Financial Instruments	615	477	-138
3. Trade Receivables	2,656	3,285	629
4. Inventories	1,495	1,699	204
5. Other Current Assets	982	1,225	243
II. Non-Current Assets Held for Sale	7	7	0
III. Non-Current Assets	16,612	19,147	2,535
Total Asset	23,562	27,010	3,448
I. Current Liabilities	7,685	8,662	978
II. Non-Current Liabilities	6,014	7,093	1,079
Total Liabilities	13,699	15,755	2,056
I. Equity Attributable to Owners of the Company	3,601	3,736	135
1. Capital Stock	158	158	0
2. Paid-in Capital in Excess of Par Value	989	993	4
3. Other Components of Equity	-70	-115	-45
4. Retained Earnings	2,525	2,700	175
II. Non-Controlling Interest	6,262	7,519	1,256
Total Equity	9,864	11,254	1,391
Debt Ratio	139%	140%	1%pt.

[Unit: W Bn]

	4Q 15		4Q 16		YOY	
	4Q	Accumul.	4Q	Accumul.	4Q	Accumul.
I. Revenue	5,500	21,167	6,281	23,954	14.2%	13.2%
II. COGS	3,838	14,474	4,431	16,502	15.4%	14.0%
III. Gross Profit	1,662	6,693	1,849	7,452	11.3%	11.3%
IV. Operating Profit	218	1,225	191	1,253	-12.7%	2.3%
V. Profit before Income Tax	-8	735	-39	795	-388.1%	8.2%
VI. Tax Expenses	-20	184	17	225	187.2%	22.7%
VII. Net Profit	12	551	-56	570	-584.7%	3.4%
1. Profit Attributable to Owners of the Company	9	206	-20	223	-319.8%	8.4%
2. Profit Attributable to Non-Controlling Interests	3	345	-36	347	-1496.4%	0.4%

Financial statement

Separate Statements

[Unit: W Bn]

	4Q 15	4Q 16	YoY
I. Current Assets	156	43	-112
1. Cash and Cash Equivalents	43	17	-26
2. Short-term Financial Instruments	98	12	-86
3. Other Current Assets	15	14	-1
II. Non-Current Assets	2,796	2,784	-12
Total Asset	2,952	2,827	-124
I. Current Liabilities	171	29	-143
II. Non-Current Liabilities	110	107	-4
Total Liabilities	282	135	-147
I. Capital Stock	158	158	0
II. Paid-in Capital in Excess of Par Value	989	993	4
III. Other Components of Equity	-162	-162	0
IV. Retained Earnings	1,686	1,704	18
Total Equity	2,670	2,692	22
Debt Ratio	11%	5%	-6%pt.

[Unit: W Bn]

	4Q 15		4Q 16		YOY	
	4Q	Accumul.	4Q	Accumul.	4Q	Accumul.
I. Operating Revenue	22	104	25	124	16.8%	20.1%
Royalty Income and Others	20	76	23	83	18.3%	10.2%
Rental Income	2	8	2	8	2.1%	-1.9%
Dividend Income and Others	0	20	0	33	0	66.3%
II. Operating Expenses	-16	-51	-31	-66	-87.6%	-29.3%
III. Operating Profit	5	53	-6	59	-211.4%	11.2%
IV. Profit before Income Tax Benefit(Expense)	3	47	6	66	62.7%	40.0%
V. Income Tax Benefit(Expense)	-5	-3	-16	-9	-196.1%	-220.5%
VI. Net Profit	3	44	4	57	26.0%	29.0%

Thank you  CJ CORPORATION