



# Investor Relations

August 2024

# Company Overview

## No.1 Media-Commerce company, leading digital shift & global expansion

### - Business Divisions -

#### MEDIA PLATFORM

MPP M/S **30%**

- No. 1 MPP in paying TV
- Advertisement Solution  
: TV · Digital-based Media Mix
- Digital Content Production
- OTT Platform TVING

#### FILM & DRAMA

Production Studio

- Production & Distribution  
: TV, OTT, Theater etc.
- Global investment/distribution
- Film Production
- Musical Business

#### MUSIC

Music Label

- No.1 Korean Music Station  
: Mnet
- A&R, Management
- Music Sub-labels
- Concert tours, Conventions

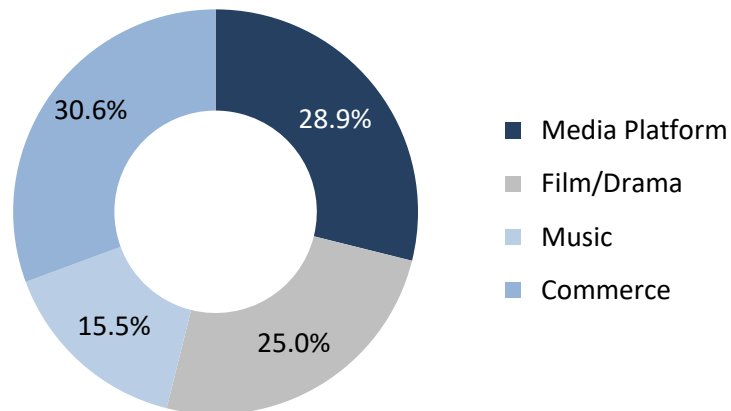
#### COMMERCE

Home Shopping M/S **24%**

- Major Home Shopping Player
- Private Brands
- Leader of Online Commerce
- Live Commerce Studio

# COMPANY OVERVIEW

## Sales-mix (2023)

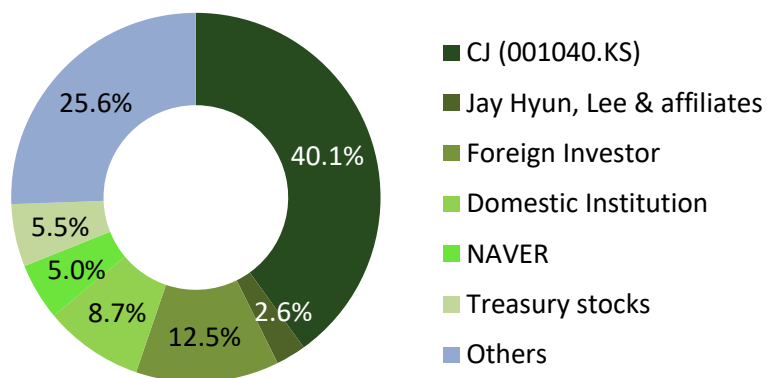


## Snapshot (as of July 2024)

✓ Outstanding Shares	<b>21,929,154</b> shrs
✓ Market Cap.	<b>1,675</b> mn USD
✓ Shareholders' Equity	<b>4,178</b> mn USD
✓ P/B	<b>0.40</b> x
✓ Foreign Investment Limit	<b>49.0</b> %

\*KRW/USD = 1,000

## Shareholders' stake

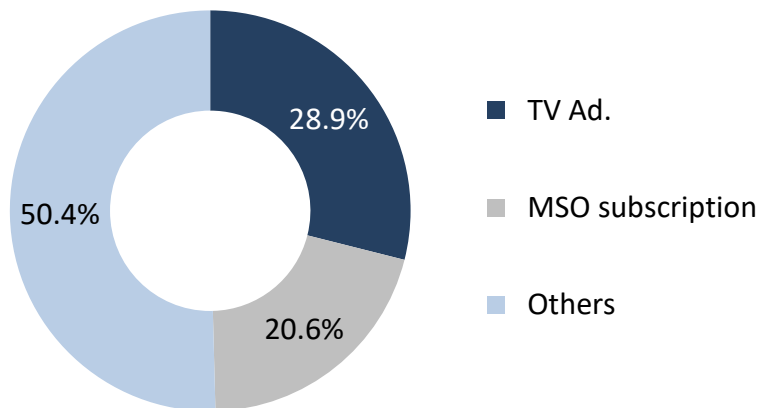


## Price information



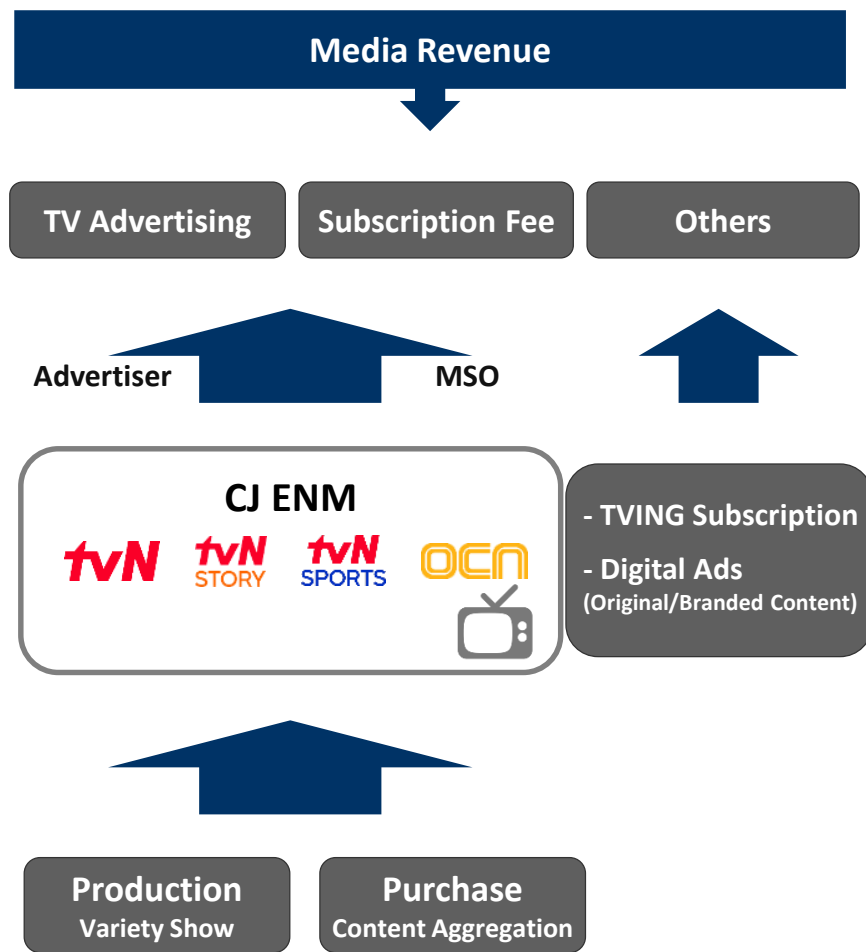
# Media Platform

Sales Mix (2023)



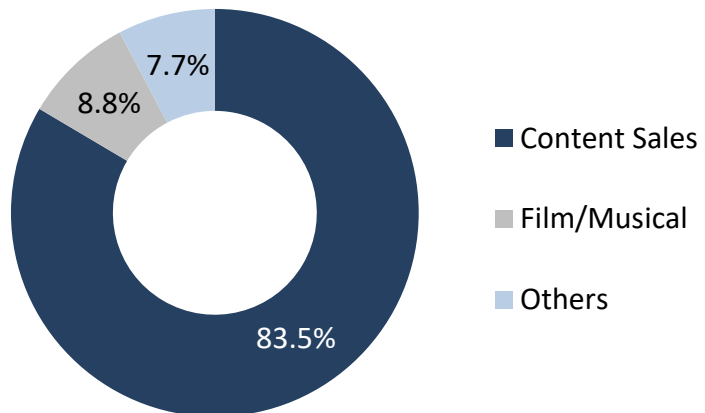
- TV Ad. : Advertisement revenue generated from TV channels
- MSO subscription : Commission for providing PGM to SO
- Others : Digital rev. and subsidiaries rev.

Biz-Model



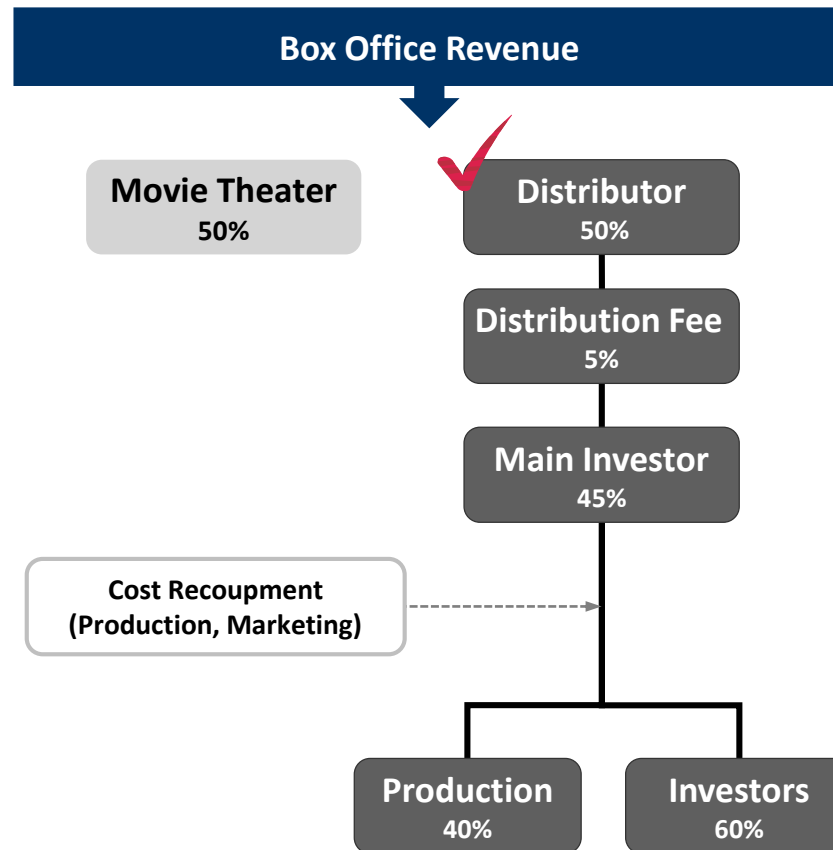
# Film & Drama

Sales Mix (2023)



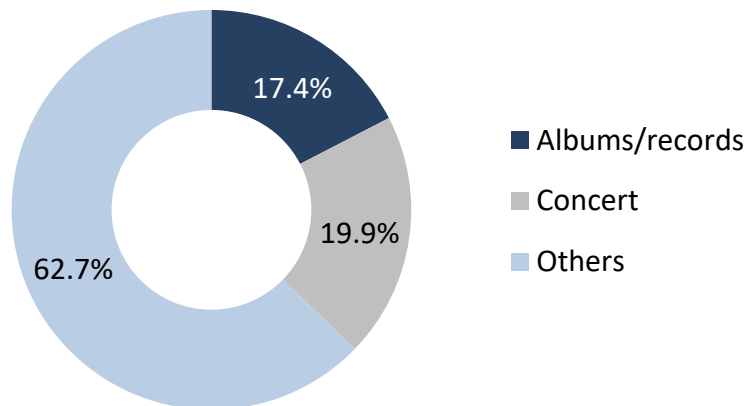
- Content Sales : : Domestic and Overseas sales
- Film : Theater revenue from domestic B.O. and Musical, ancillary
- Others : Overseas rev., subsidiary rev. etc.

Biz-Model



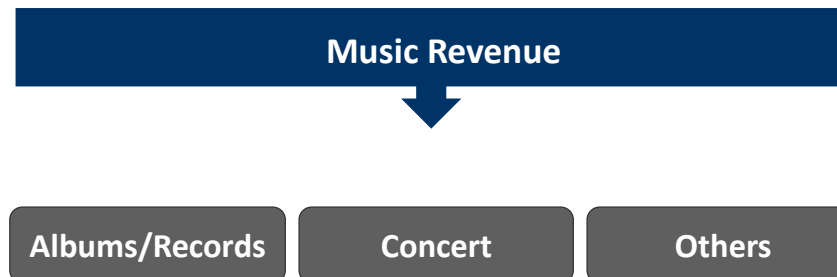
# Music

Sales Mix (2023)

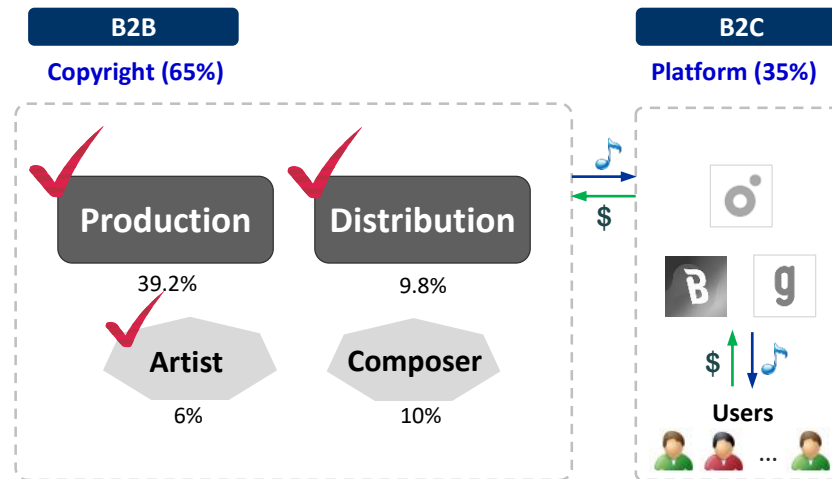


- **Albums/records** : Records & albums sales incl. in-house artists
- **Concert**: Planning and production of concerts and conventions
- **Others** : Sub-labels rev, Mnet CH. Ad., Subscription rev, and etc.

Biz-Model

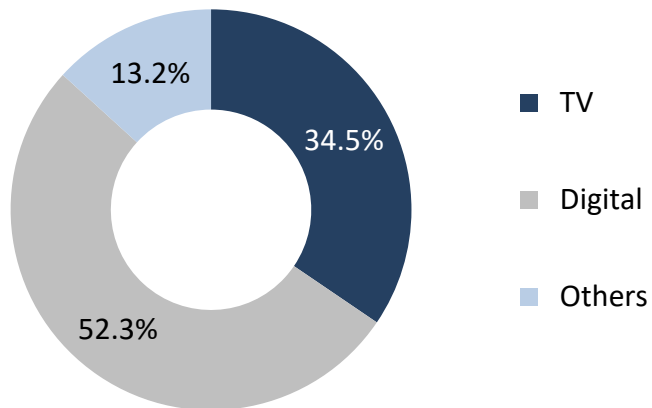


General Revenue Scheme



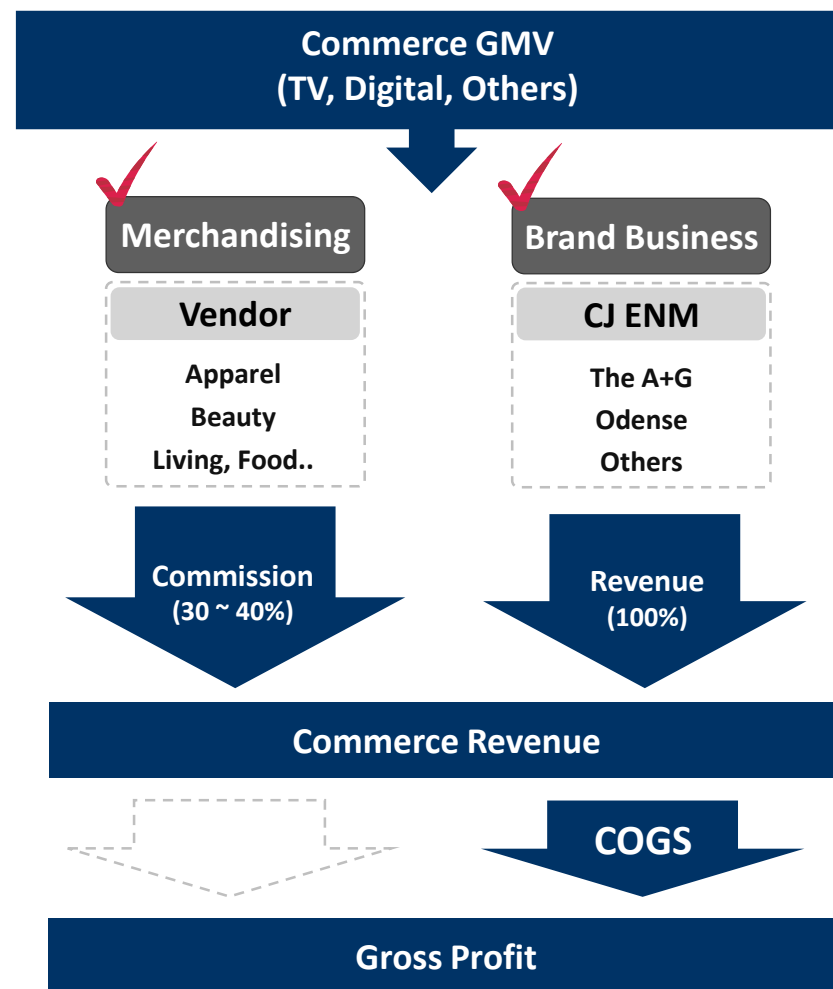
# Commerce

Sales Mix (2023)



- TV : Revenue from TV commerce transaction
- Digital : Sales from digital platform (Mobile, PC)
- Others : Subsidiary rev., offline store rev. etc.

Biz-Model














# Mid-Long Term Strategy



## Extension of production/distribution value chain to grow stronger



Media Platform	Content Production	Music Label
<ul style="list-style-type: none"> <li>• Provide marketing solution with powerful TV channels</li> <li>• With OTT original content, gather subscribers</li> </ul>	<ul style="list-style-type: none"> <li>• Has top writers and producers</li> <li>• With content power, sells products to other channels and OTT as well as abroad</li> </ul>	<ul style="list-style-type: none"> <li>• Expand and secure in-house artists and IPs through sub-labels</li> <li>• Maximize synergies with Media's music-oriented TV shows</li> </ul>
 Paying TV Channels	 Drama Studio	 LAPONE
 OTT Platform	 Multi-genre Studio	 WAKEONE
 TV-Digital Ad. Solution	 Global Studio	 STONE MUSIC

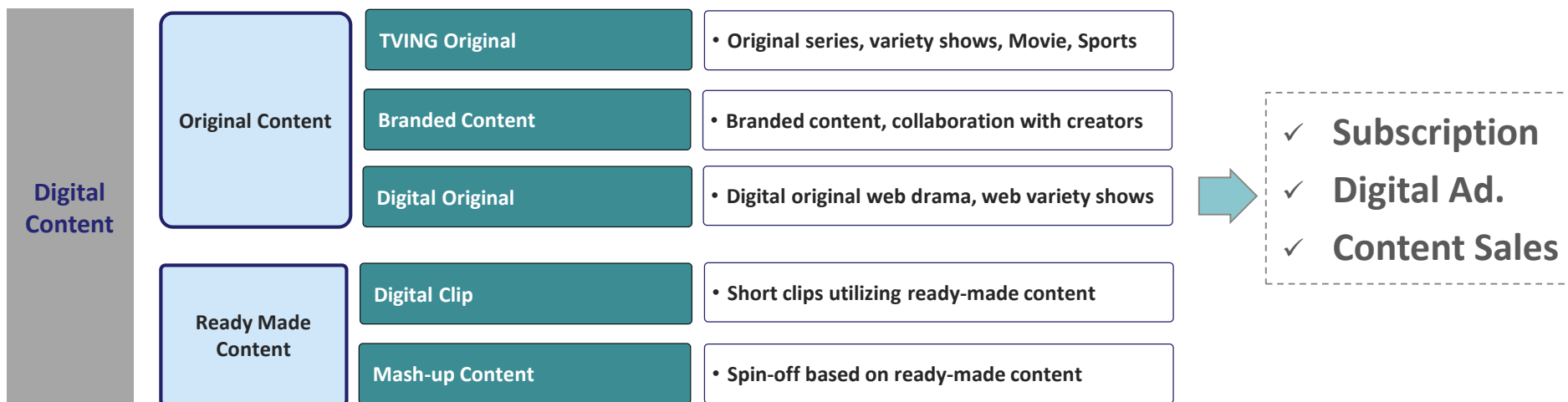
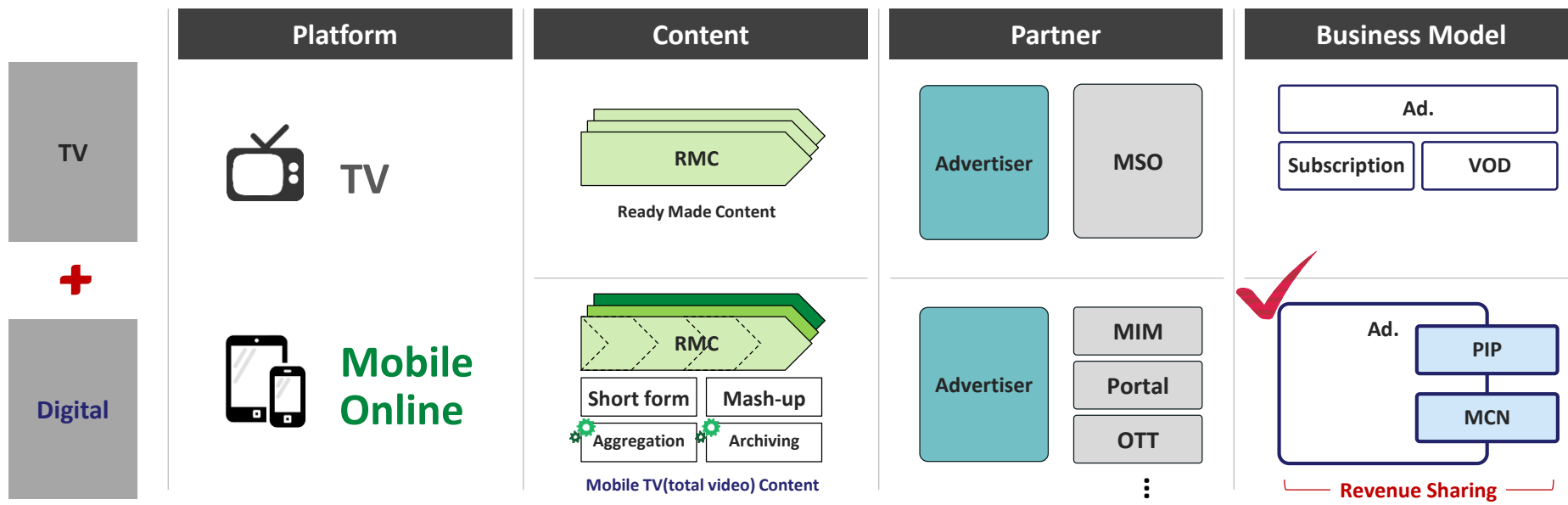
# TV Channels that we own

## Own 14 TV Channels including 11 Basic and 3 Premium Channels

General Entertainment	Lifestyle Entertainment	Movie Entertainment
<p><b>tvN</b> <b>Representative Channel</b> General Entertainment Ch. for Drama &amp; Variety Shows of All Genre</p> <p><b>tvN DRAMA</b> <b>Infotainment Content</b> Air Drama &amp; Infotainment Shows</p> <p><b>tvN SHOW</b> <b>Millennial Gen.</b> Air Variety Shows targeting younger generation</p> <p><b>UXN</b> <b>UHD 4K Content <sup>P</sup></b> Offer Premium UHD version of Ready Made Content</p>	<p><b>tvN STORY</b> <b>Life Story Content</b> Air Drama &amp; Variety Shows targeting elderly generation</p> <p><b>tvN SPORTS</b> <b>Sports Content</b> Broadcast Worldwide Sports Events</p> <p><b>중화TV</b> <b>Chinese Content</b> Air Variety of imported Chinese Content (Drama)</p>	<p><b>OCN</b> <b>Movie, Drama</b> Air Drama &amp; Movie of well-made genres</p> <p><b>OCN MOVIES</b> <b>Movie Curation</b> No.1 Movie Theme, Curation Ch.</p> <p><b>OCN MOVIES2</b> <b>Korean Movie</b> Movie curation Ch. for Korean movies</p> <p><b>CATCH ON</b> <b>Premium Movie <sup>P</sup></b> Catch on 1 &amp; 2 are Premium Movie Channels</p>
Music Entertainment		Kids Entertainment
<p><b>Mnet</b> <b>Music Content</b> Variety Shows specialized for Music Genre</p>	<p><b>Tooniverse</b> <b>Animation, Kids</b> The first animation-only Ch. In Korea and air both licensed and in-house IP</p>	

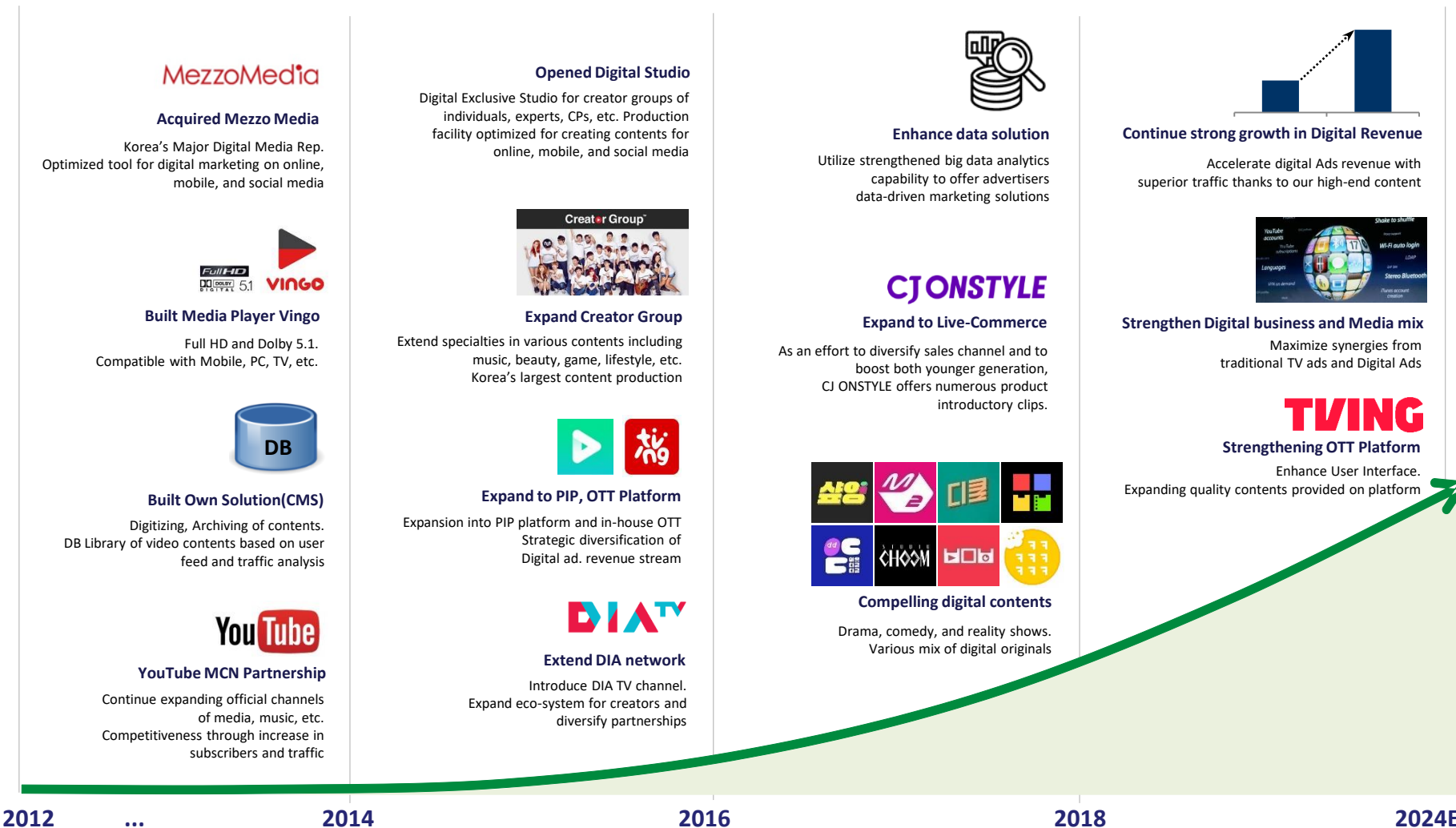
<sup>P</sup> : Premium Channel (Channel subscription needed)

# Digital Business Model (from 2014)



# Digital Business Timeline

## Dive deep into digital transformation



### MezzoMedia

#### Acquired Mezzo Media

Korea's Major Digital Media Rep.  
Optimized tool for digital marketing on online, mobile, and social media



#### Built Media Player Vingo

Full HD and Dolby 5.1.  
Compatible with Mobile, PC, TV, etc.



#### Built Own Solution (CMS)

Digitizing, Archiving of contents.  
DB Library of video contents based on user feed and traffic analysis



#### YouTube MCN Partnership

Continue expanding official channels of media, music, etc.  
Competitiveness through increase in subscribers and traffic

#### Opened Digital Studio

Digital Exclusive Studio for creator groups of individuals, experts, CPs, etc. Production facility optimized for creating contents for online, mobile, and social media



#### Expand Creator Group

Extend specialties in various contents including music, beauty, game, lifestyle, etc. Korea's largest content production



#### Expand to PIP, OTT Platform

Expansion into PIP platform and in-house OTT  
Strategic diversification of Digital ad. revenue stream



#### Extend DIA network

Introduce DIA TV channel.  
Expand eco-system for creators and diversify partnerships



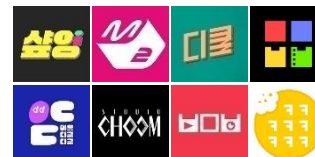
#### Enhance data solution

Utilize strengthened big data analytics capability to offer advertisers data-driven marketing solutions

### CJONSTYLE

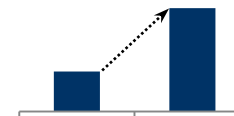
#### Expand to Live-Commerce

As an effort to diversify sales channel and to boost both younger generation, CJ ONSTYLE offers numerous product introductory clips.



#### Compelling digital contents

Drama, comedy, and reality shows.  
Various mix of digital originals



#### Continue strong growth in Digital Revenue

Accelerate digital Ads revenue with superior traffic thanks to our high-end content



#### Strengthen Digital business and Media mix

Maximize synergies from traditional TV ads and Digital Ads

### TVING

#### Strengthening OTT Platform

Enhance User Interface.  
Expanding quality contents provided on platform

2012

...

2014

2016

2018

2024E

## Rolling-out Localization Through the Best Experience



### Movie, Global Projects

In 2013, expanded co-production films for the overseas market. Box-office hits <A Wedding Invitation> in China, <Snowpiercer> in Global, etc.



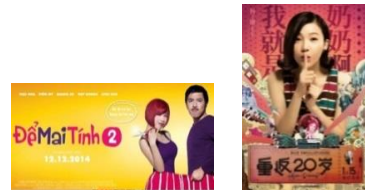
### Vietnam Cultural Relations

Over 10 years experience in Vietnam. Drama <Muingogai> has a record of 35% viewership rating. Expanded social network and whole body business in Media & Entertainment



### Pop Convention, MAMA

In 2010, renewed <MAMA>, it had 10 years of history since 2000. Now representing K-pop cultures in Asia, followed by <K-CON> in various regions.



### Expand Business Capabilities of Local Culture

Expanding local co-productions. To secure competitiveness in operating stable culture & entertainment business with investment/production/ distribution



### Export Driven, Program Format and Production Support

Expand including co-production such as <Grandpas over Flower> etc. and production support satellite TV such as <happy invitation> etc. in China



### China M Academy

M Academy is a local agency & training studio. Makes synergy with cultural relations like as the M Studio and K-pop school



### Establish CJ Ent Turkey

Film production & distribution Recorded W12.0bn revenue & 31% distribution M/S in 4Q17



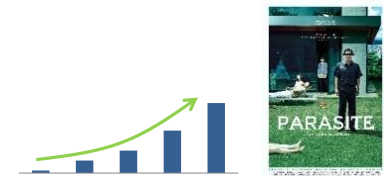
### Co-production with Global Partners

Co-work with global networks and productions, building up know-hows and experience on local content production



### Establish JV with Major Cineplex Group

Co-productions on various genre contents



### Expand Global Exposure & Network

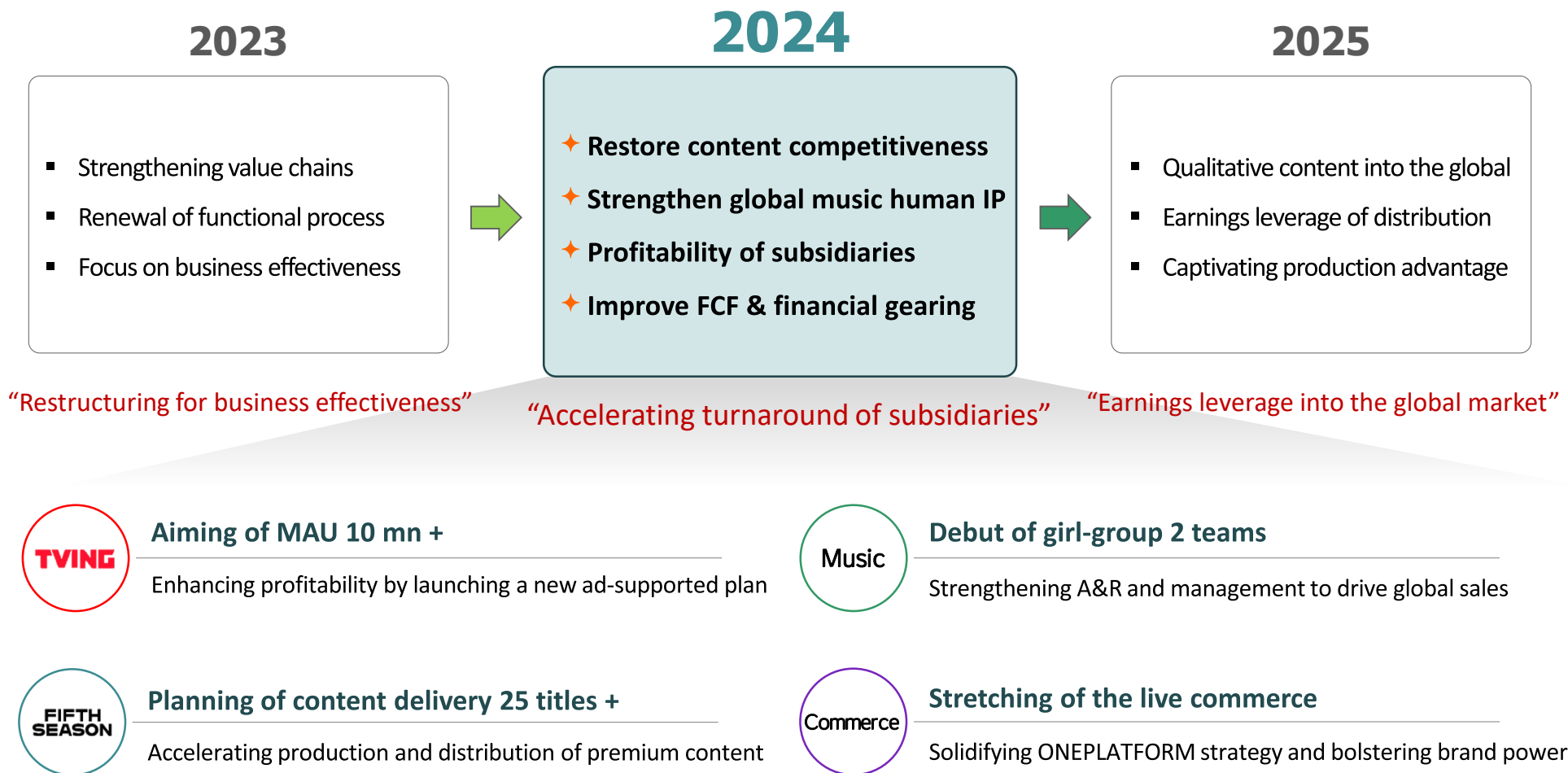
Expand overseas network based on growth globally Global Culture Leader of Cultural Trend.



### Expansion into US Market

Co-production with local production and networks. Expand local cultural biz. And business opportunities. Increase contents power in global market.

## Accelerating the transitions in 2024 turnaround-plan



## Unparalleled content competitiveness and business portfolio



 Enhancing Competitiveness  
in Global Business

- ✦ Content Studio – Enriching global-oriented content with Multi Studio

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- ✦ Music Label – Strengthen business capabilities centered on artists

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“Content Sales Up”



“Subscribers and OTT M/S Up”



“Brand Business and GMV Up”





# Mid-term Strategies

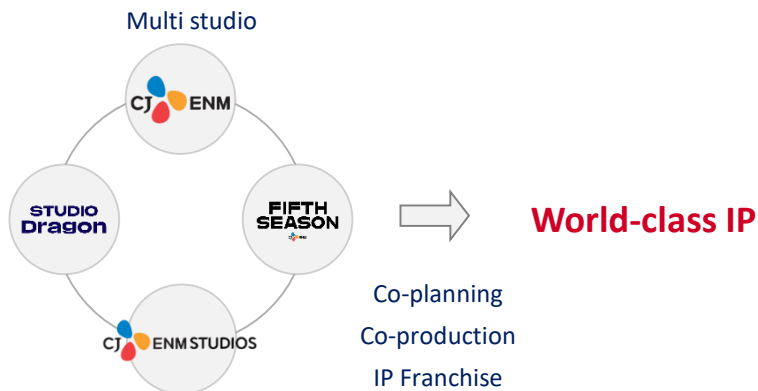
“

**Rolling out World-class IP via multi studio → Worldwide content business**

”

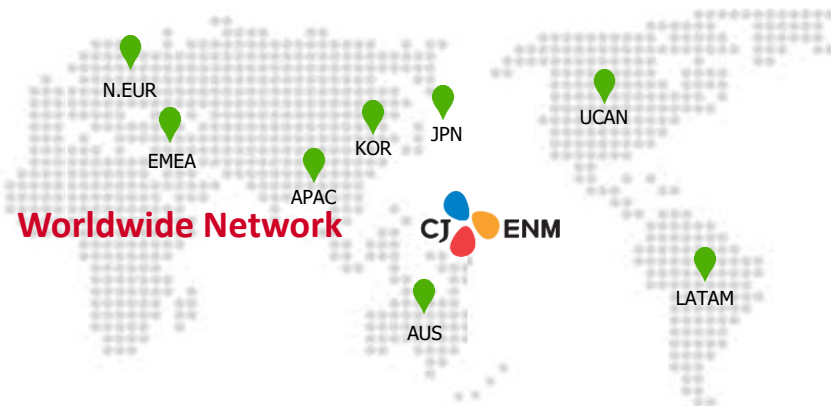
## Expand World-class IP Production

★ Strengthen IP as conjoined effort of multi studio



## Worldwide Network

★ Reinforce global distribution channel and expand network



### Co-production/planning

### STUDIO DRAGON

### FIFTH SEASON

### CJ ENM STUDIOS

### Main line-ups

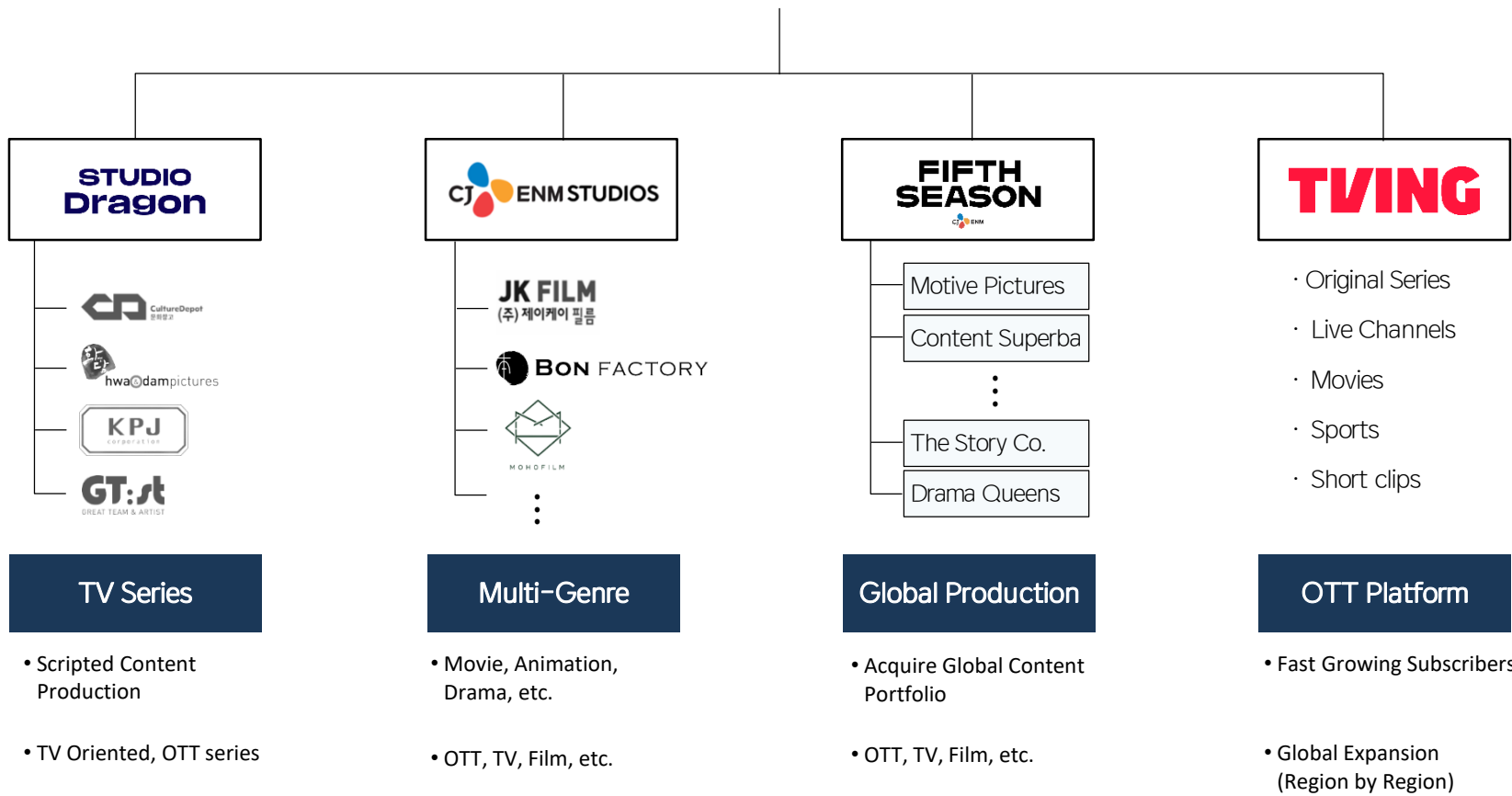
- prjt 1 : (OTT) Period Drama
- prjt 2 : (OTT) Drama Series
- prjt 3 : (OTT) Mystery
- prjt 4 : Dark Comedy/Thriller
- prjt 5 : Horror/Thriller

- <Queen of Tears>
- <Golden Boy>
- <Jeong Nyeon>
- <Dongjae>
- <Study Group>

- <Tokyo Vice S2>
- <Severance S2>
- <Lady in the Lake>
- <Nine Perfect Strangers S2>
- <Strife S2>

- prjt 1 : <Loh Kiwan>
- prjt 2 : <Plaza Wars>
- Prjt 3 : <War and Revolt>
- prjt 4 : (OTT) Drama Series
- prjt 5 : (OTT) Action/Adventure

## Strengthening Global Content Production by Multi-Studio Strategy



**TV Series**

- Scripted Content Production
- TV Oriented, OTT series

**Multi-Genre**

- Movie, Animation, Drama, etc.
- OTT, TV, Film, etc.

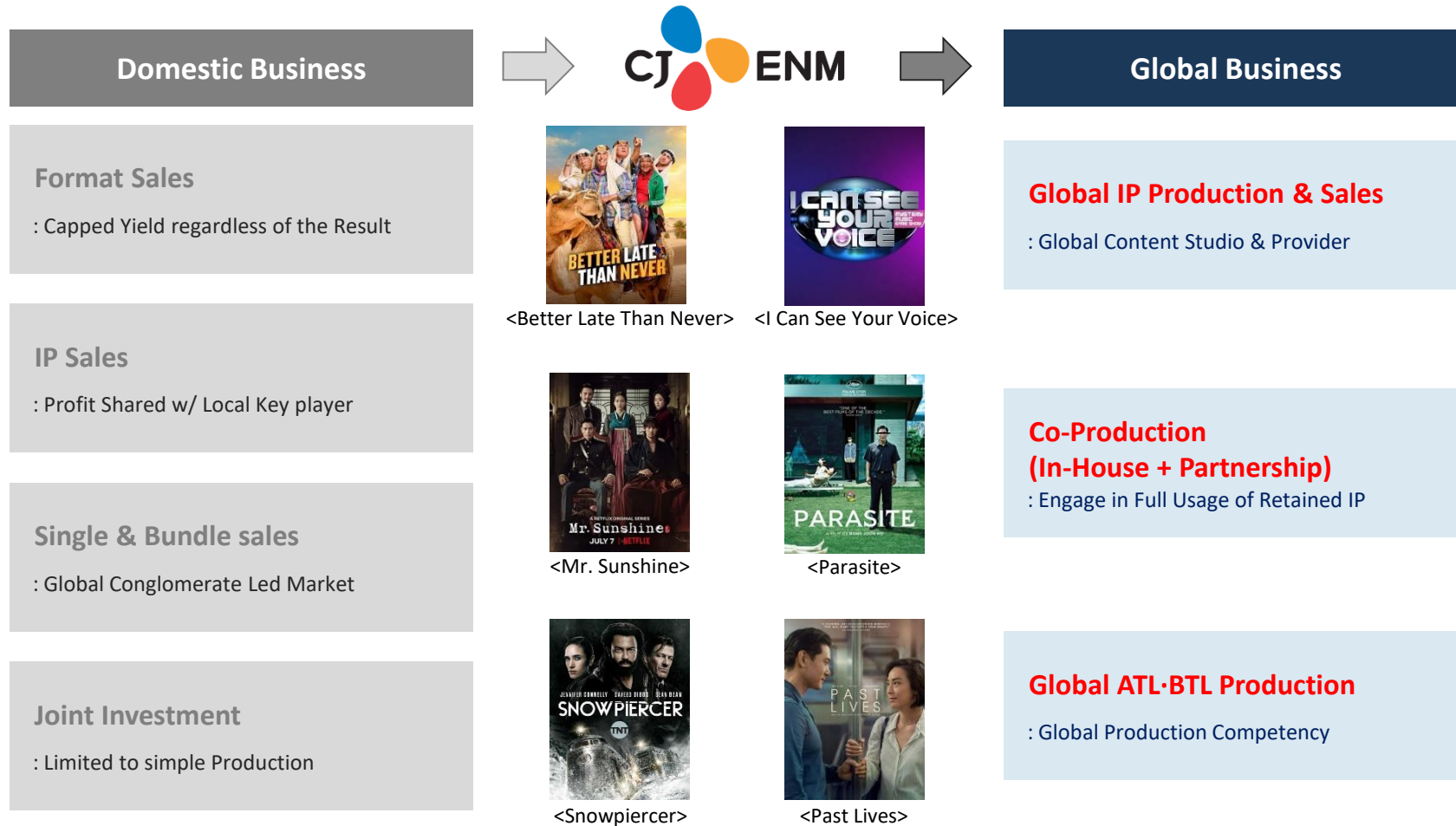
**Global Production**

- Acquire Global Content Portfolio
- OTT, TV, Film, etc.

**OTT Platform**

- Fast Growing Subscribers
- Global Expansion (Region by Region)

## Scaling up a worldwide production and distribution capability



## Dominant in Korea OTT market, boosting subscribers growth

### No.1 K-Content OTT Platform

TVING is the **top OTT streaming service** in Korea, operating original series and licensed content.



- Spun off in 2020
- Merged with KT Seezn in 2022
- Reached 4 Million subscribers in Jan. 2024

### 2024 Business Outlook

Aiming to reach

**10mn**

Monthly Active Users

Introducing of a

**AVOD plan**

at a lower price

#### Key Original Line-ups

Queen Woo  
A Pyramid Game  
Dongjae, The Good or The Bastard

Exchange 3  
Highschool Mystery Club3  
Crime Scene Returns

### 2024 Key Business Strategy

#### 1. Content Strategy

- ✦ Fortify original & exclusive content across all genres : Drama series, variety, music show, film, documentary, etc.
- ✦ Enhance licensed content library : TV Live-stream, news, sports, concert, kids, animation, etc.

#### 2. New Advertising Business

- ✦ Boost monthly active users to scale ads business : Launching low-priced ad plan, access to 29 live channels, etc.
- ✦ Offer advanced targeting and measurement : Competitive digital advertising tool to attract more advertisers



# FIFTH SEASON

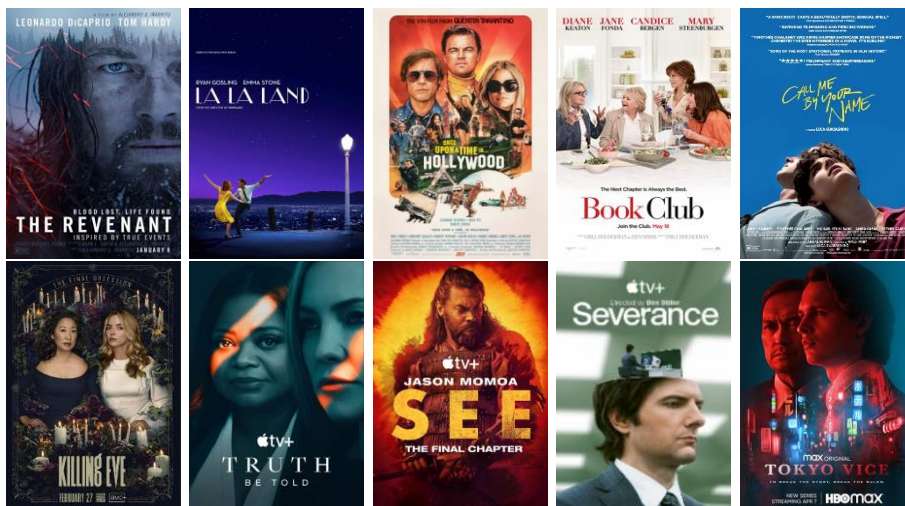
## Global expansion with various capabilities as showrunner, producer and distributor

### Global Premium Film and TV Studio

FIFTH SEASON\* is the one of the largest production company in the U.S. specializing in content planning, investment, production and distribution.

# FIFTH SEASON

#### ✦ Greatest Hits



\* Previously known as Endeavor Content

### Recent Awards and Recognition

- ✦ **27 Emmy Nominations**  
: <Severance>, <Pachinko>, <Killing Eve> and etc.
- ✦ **4 Sundance Nominations**  
: <Eileen>, <Flora and Son>, <Going Varsity in Mariachi>, <Aum>
- ✦ **Other Awards**  
: SAG (Screen Actors Guild) Awards 2 nominations  
: DGA (Directors Guild of America) Awards 3 nominations  
: WGA (Writers Guild of America) Awards 3 nominations

### 2024 Major Line-ups

TV	<i>Severance S2</i> <i>Nine Perfect Strangers S2</i>	<i>Tokyo Vice S2</i> <i>Lady In The Lake</i>
Film	<i>Nonnas</i> <i>La Cocina</i> <i>The Long Game</i>	
Documentary	<i>Omnivore</i> <i>The Bitter Pill</i> <i>Rodney 101</i>	

*and 300+ projects are under development*

# Music: How we create our artists

## Forging popular K-pop artists by producing global audition program

	2016	2017	2018	2019	2021	2023	2024
<b>WAKE ONE</b>							

	2019	2021	2023	...
<b>LAPOONE</b>				
	<b>JO1</b>	<b>INI</b>	<b>ME:I</b>	

Unique business properties are navigating a long-term growth



# 2Q24 Earnings Review





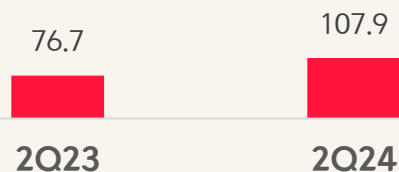
# 1. 2Q24 Key Achievement

## Sustained revenue fueled by platform and premium IP growth

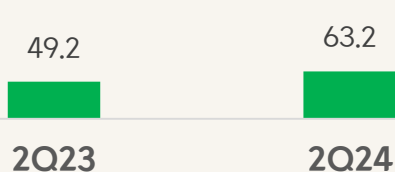
- DIGITAL PLATFORM**
  - . Exceptional growth of TVING paid subscribers (YoY +29%)
  - . ONSTYLE's mobile GMV proportion reached 55%
- GLOBAL EXTENSION**
  - . Continued overseas revenue growth in the Music BU
  - . Strengthened regional sales and global distribution of premium content
- PREMIUM IP**
  - . Generated viral hits around drama series and expanded variety shows
  - . Continued talent acquisition of Creators and HIP

[Unit: Wbn, %YoY]

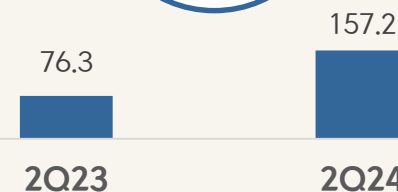
### TVING



### MUSIC

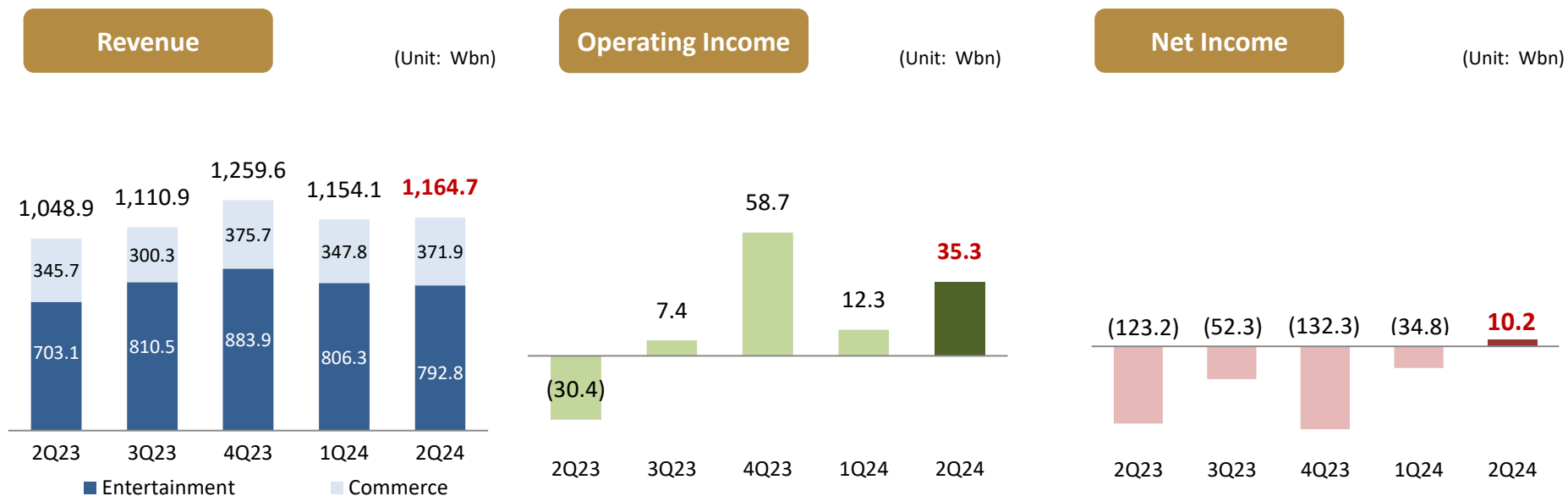


### FIFTH SEASON



## 2-1. 2Q24 Financial Highlights

### TVING and ONSTYLE enhanced profitability through platform optimization



★ **[2Q24] Revenue W1,164.7bn (YoY +11.0%), Operating Profit W35.3bn (YoY TB, +65.7Wbn)**

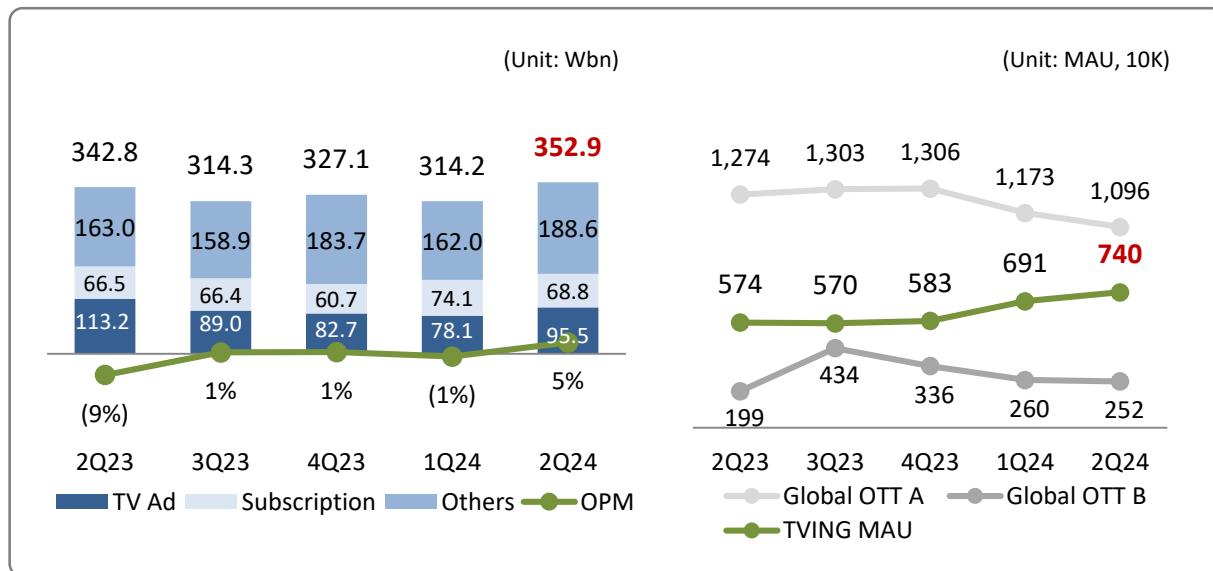
- **Entertainment** : Revenue W792.8bn (YoY +12.8%), OP W7.8bn (YoY TB, +56.9Wbn), improved profitability through TVING's traffic growth and F.S. delivery
- **Commerce** : Revenue W371.9bn (YoY +7.6%), OP W27.5bn (YoY +47.1%, +8.8Wbn), profit growth via new product sourcing and MLC expansion

★ **[2H24] Drive digital platform optimization, expand global content distribution, and increase overseas music sales**

- **Media Platform** : Continue growth in TVING traffic and improvement in TV ratings
- **Music** : Develop new global artists and expand live concerts
- **Film & Drama** : Expand F.S. production capability and distribution networks
- **Commerce** : Empower MLC GMV and content-commerce synergy

## 2-2. Media Platform

### TVING's topline growth propelled turn-black for Media Platform



#### Major Content



**<Queen of Tears>**  
 Mar. 9<sup>th</sup> ~ Apr. 28<sup>th</sup> (16 eps)  
 Highest rating 24.9%  
 tvN's record-high rating



**<The Backpacker Chef 2>**  
 May. 26<sup>th</sup> ~ Nov. 10<sup>th</sup> (24 eps)  
 Highest rating 5.3%

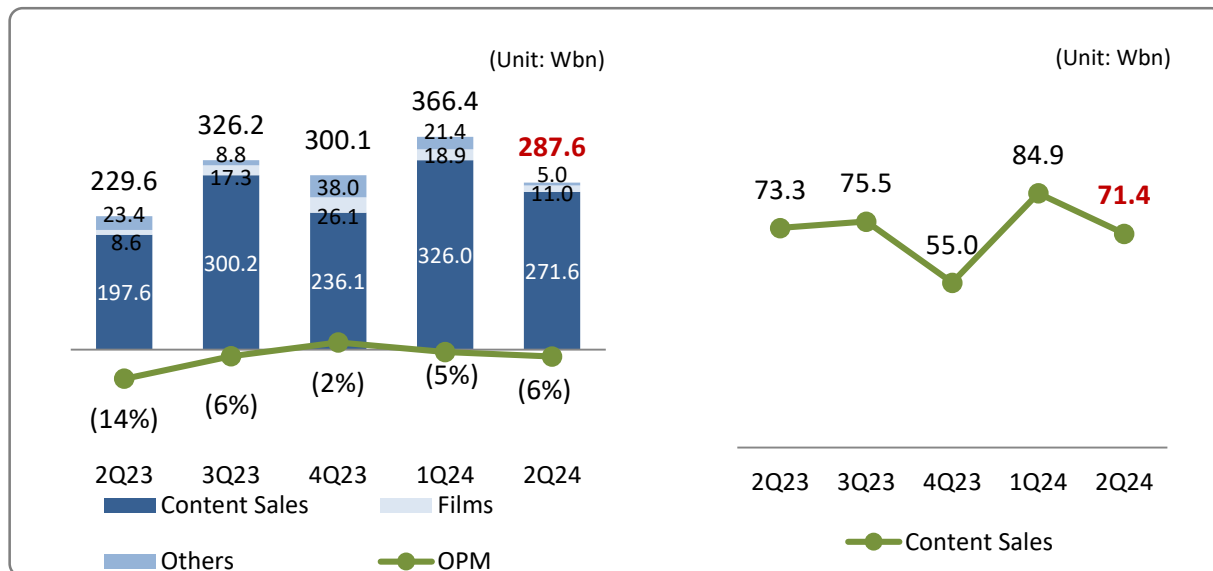


**<High School Mystery Club 3>**  
 ORIGINAL  
 Apr. 26<sup>th</sup> ~ Jun. 7<sup>th</sup> (8 eps)  
 #1 new sign-ups contribution for 7 weeks

- ★ [2Q24] Revenue W352.9bn (YoY +3.0%), Operating Profit W16.5bn (YoY TB)**
  - TVING : <Queen of Tears>, <Lovely Runner>, <2024 KBO> boosted traffic, driving growth in subscribers, ad revenue, and improving profit
  - Linear TV : TV ad revenue dwindled amid market contraction, but relatively surpassed its peers in a tough market thanks to premium content
- ★ [2H24] Enhance premium content to sustain profitability improvements for TVING and linear TV**
  - TVING : Prioritize revenue and profit growth through original series like <Queen Woo>, <RAP:Public> and Live sports e.g. baseball and basketball
  - Linear TV : Strengthen the airing strategy with premium content such as <Jeong-Nyeon: The Star is Born>, <Love Next Door>, <Jinny's Kitchen 2>

## 2-3. Film & Drama

### Strengthen global content sales based on dramas and originals



#### Major Content



#### <Lovely Runner>

Apr. 8<sup>th</sup> ~ May. 28<sup>th</sup> (16 eps)

Streaming : TVING, Netflix, U-Next, VIKI  
Japan, Asia, UCAN, EU, MENA etc.



#### <The Midnight Romance in Hagwon>

May. 11<sup>th</sup> ~ Jun. 30<sup>th</sup> (16 eps)

Streaming : U-Next, PCCW, VIKI  
Japan, ASEAN, UCAN, EU etc.



#### <Lady in the Lake>

Jul. 19<sup>th</sup>

FIFTH SEASON

Streaming : Apple TV+

#### ★ [2Q24] Revenue W287.6bn (YoY +25.3%), Operating Loss W18.2bn (YoY CR)

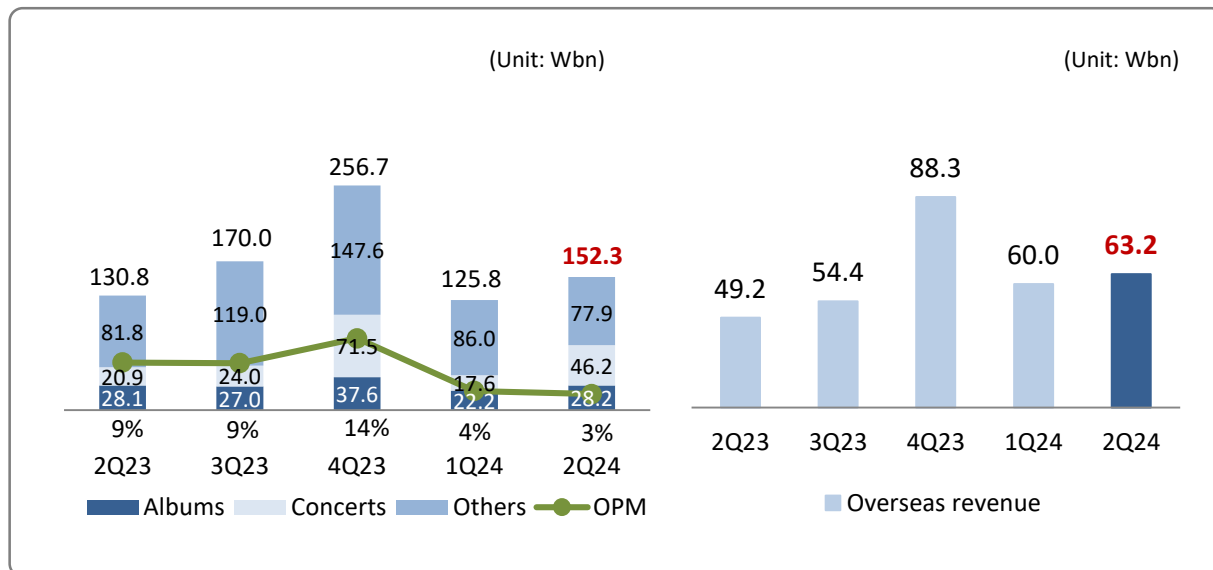
- FIFTH SEASON delivered <Lady in the Lake>, <Severance S2> etc., and distributed library content of <Killing Eve>, <The Night Manager> etc.
- Focused on global OTT and local sales for drama titles, diversifying profitability by leveraging IP exploitation e.g. global pop-ups, fan meetings etc.

#### ★ [2H24] Improve profitability based on premium content production capabilities

- FIFTH SEASON provides <Chief of War>, <Nine Perfect Strangers S2>, and CJ ENM STUDIOS delivers <Uprising> etc. to global platforms
- <I, the Executioner> and <Harbin> are scheduled for B.O. release, expanding worldwide and regional sales of <Jeong-Nyeon> and <No Gain No Love>

## 2-4. Music

### Overseas revenue continued to rise due to album sales



#### Major Content



**<ZEROBASEONE>**  
**You had me at HELLO**  
 Released on May. 13<sup>th</sup>  
 1st week sales : 1.35M



**<INI>**  
**The Frame**  
 Released on Jun. 26<sup>th</sup>  
 1st week sales : 673K



**<KCON JAPAN 2024>**  
 May. 10<sup>th</sup> ~ May. 12<sup>th</sup>  
 Makuhari Messe,  
 ZOZOMARINE STADIUM

#### ★ [2Q24] Revenue W152.3bn (YoY +16.4%), Operating Profit W4.9bn (YoY -59.2%)

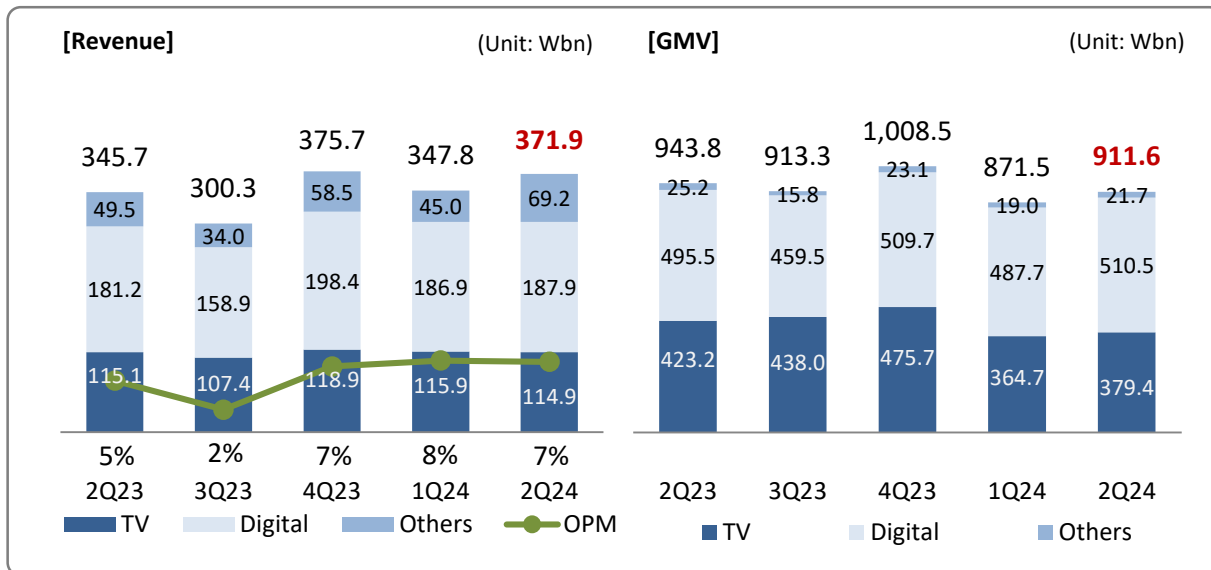
- LAPONE widened revenue and profit by increased <INI>, <JO1> Japan album sales, debut of <ME:I>, <IS:SUE> (Overseas revenue YoY +28.6%)
- Profitability decreased due to production costs for new artists such as <ME:I>, <IS:SUE> and the Mnet program <I-LAND 2 : N/α>

#### ★ [2H24] Focusing on profitability growth through variety music content expansion

- Release <ZEROBASEONE> 4<sup>th</sup> mini album, <ME:I> 2<sup>nd</sup> single album, <JO1> 9<sup>th</sup> single album, and new girl group <izna> debut in 2024
- Organize <INI> Japan tour, <ZEROBASEONE> first world tour, and enhance global conventions such as <KCON LA> and <MAMA 2024>

## 2-5. Commerce

### Enhanced topline and margin with broader customer and product portfolio



#### Major Brand & Program

- THE AtG** <the A+G>
- CelebShop edition** <Celebshop edition>
- 오하루 자연가득** <Oharu Nature>
- Choihwajeong Show**  
Trendy lifestyle shopping program  
Brand : Fissler, VT Reedle Shot
- Good-buying Sisters**  
3040 Lifestyle content commerce  
Brand : CUCKOO, Simmons

- ★ [2Q24] Revenue W371.9bn (YoY +7.6%), Operating Profit W27.5bn (YoY +47.1%)**
  - Success in <Come Onstyle> promotion with megabrands and new products, increasing new customers and repurchase rate on digital platform
  - High growth in MLC GMV (YoY +108.2%) through products across categories: living (Roborock), travel (Inspire Resort), and cosmetics (VT Reedle Shot)
- ★ [2H24] Improve product portfolio centered on fashion and enhance mobile commerce IP**
  - Enlarge GMV through promotion with a trendy product portfolio, incl. fashion, living, cosmetics and seasonal strategies
  - Maximize new traffic through mobile live commerce, while continuing to improve content-commerce synergy

# Financial Summary



## Balance Sheet Summary

(Unit: Wbn)	1Q24	2Q24	QoQ (%)
<b>Total Assets</b>	<b>10,299</b>	<b>10,181</b>	<b>(1.1)</b>
Current Assets	2,926	2,563	(12.4)
Cash and Cash Equivalents	1,241	813	(34.4)
Other Current Assets	1,685	1,749	3.8
Non-Current Assets	7,374	7,618	3.3
Tangible Assets	1,396	1,430	2.5
Intangible Assets	2,892	3,026	4.6
<b>Total Liabilities</b>	<b>6,120</b>	<b>5,973</b>	<b>(2.4)</b>
Current Liabilities	3,857	3,602	(6.6)
Non-Current Liabilities	2,262	2,371	4.8
<b>Shareholders' Equity</b>	<b>4,180</b>	<b>4,208</b>	<b>0.7</b>
Equity capital	212	212	-
Retained Earnings	837	860	2.7
Other Reserves	2,206	2,223	0.8

### ★ Key Financial Ratios

(Unit: %)	1Q24	2Q24	QoQ
Current Ratio (%)	75.8	71.2	-4.7%p
Net Debt Ratio (%)	50.4	52.2	1.8%p
Cash Ratio (%)	34.0	24.6	-9.4%p



## Income Statement Summary

(Unit: Wbn)	2023	1Q24	2Q24		
				% YOY	% QOQ
<b>Sales Revenue</b>	<b>1,049</b>	<b>1,154</b>	<b>1,165</b>	<b>11.0</b>	<b>0.9</b>
Media Platform	343	314	353	3.0	12.3
Film & Drama	230	366	288	25.3	(21.5)
Music	131	126	152	16.4	21.1
Commerce	346	348	372	7.6	6.9
<b>OPEX</b>	<b>1,079</b>	<b>1,142</b>	<b>1,129</b>	<b>4.6</b>	<b>(1.1)</b>
COGS	673	753	722	7.4	(4.1)
SG&A	407	389	407	0.2	4.7
<b>Operating Profit</b>	<b>(30)</b>	<b>12</b>	<b>35</b>	<b>TB</b>	<b>186.4</b>
Non-Operating PL	(83)	(29)	(6)	CR	CR
Financial PL	(41)	(21)	(34)	CR	CR
Equity method G/L	(11)	(4)	42	TB	TB
Others	(31)	(4)	(14)	CR	CR
Pre-tax profit	(113)	(17)	29	TB	TB
Tax Expenses	10	18	19	95.0	8.4
Ongoing Operating Income	(123)	(35)	10	TB	TB
Discontinued Operating Income	0	0	0	-	-
<b>Net profit</b>	<b>(123)</b>	<b>(35)</b>	<b>10</b>	<b>TB</b>	<b>TB</b>



# Appendix

## Advancing into the Global Market with Premium IP & Digital Platform



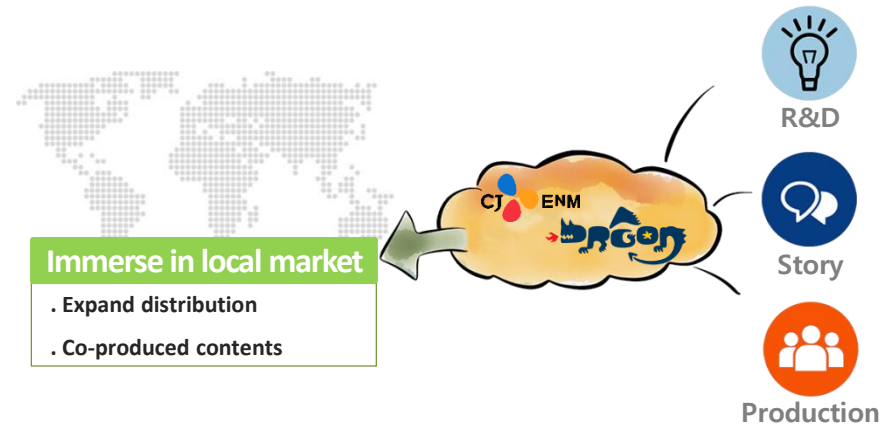
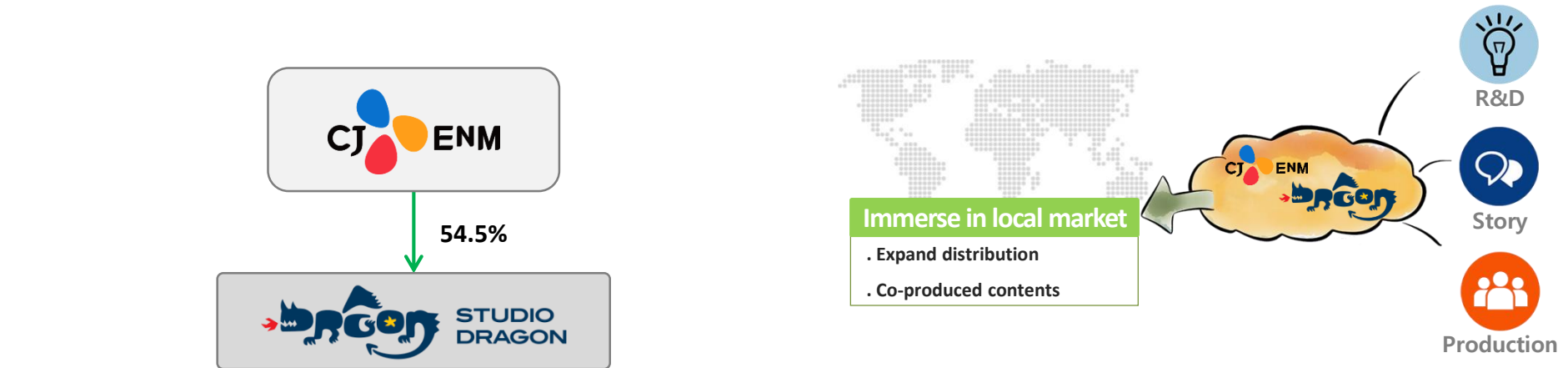
- Linear TV
- Domestic Oriented
- Premium IP
- Legacy Business

“ **Global Business Oriented**  
**Structural Revision** ”

- Digital Platform, D2C
- Broadening Global Business
- Franchise IP & Convergence
- Metaverse, NFT

# Fortifying with In-house Studio (2016)

## Studio Dragon, aiming for new growth in Asian Contents market



- The Spin-off of Drama subdivision, New entity for the Drama**  
 : Acquisition of the well-known production company  
 → Develop high-end dramas
- Launch of a major studio to lead the content market**  
 : Expertise in storytelling, diversified genre contents,  
 Introducing a cinematic quality to TV storytelling
- Growing into a global production company**  
 : Local-partnership, co-produced contents

**Culture Depot** : 2013 <My Love from the Star>, <来自星星的你>  
 : 2016 <The Legend of the Blue Sea>, <蓝色海洋的传说>

**Hwa & Dam Pictures** : 2016 <Descendants of the Sun>, <太阳的后裔>  
 : 2016 <Goblin>, <鬼怪>

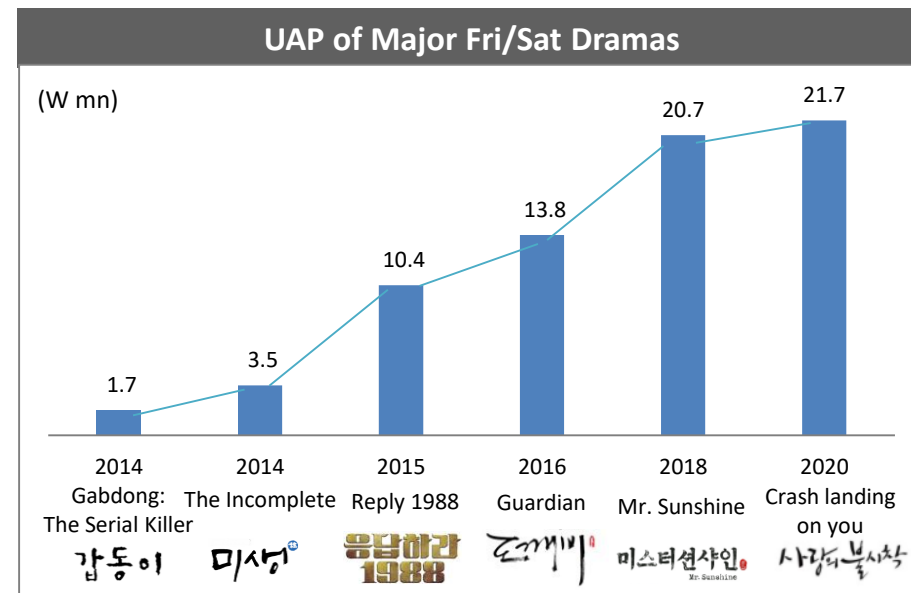
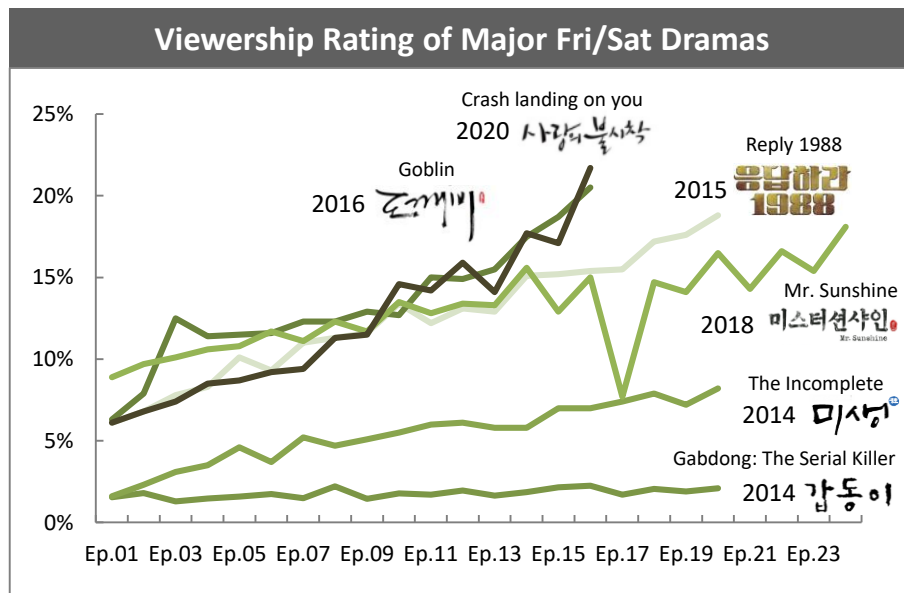
**KPJ** : 2003 <Dae Jang Geum>, <大长今>  
 : 2011 <Deep Rooted Tree>, <树大根深>

# Rising Drama Production Competency

## Paving the way to become "Content Powerhouse"

- Quality drama production to enlarge content library going forward

- : Viewership rating of dramas constantly improving – from recording low-single digit to achieving record-high rating
- : Growing recognition from viewers leading to increasing ads (TV & digital) and stronger channel branding
- : Expect to leverage massive original content library to maximize IP utilization in the long run

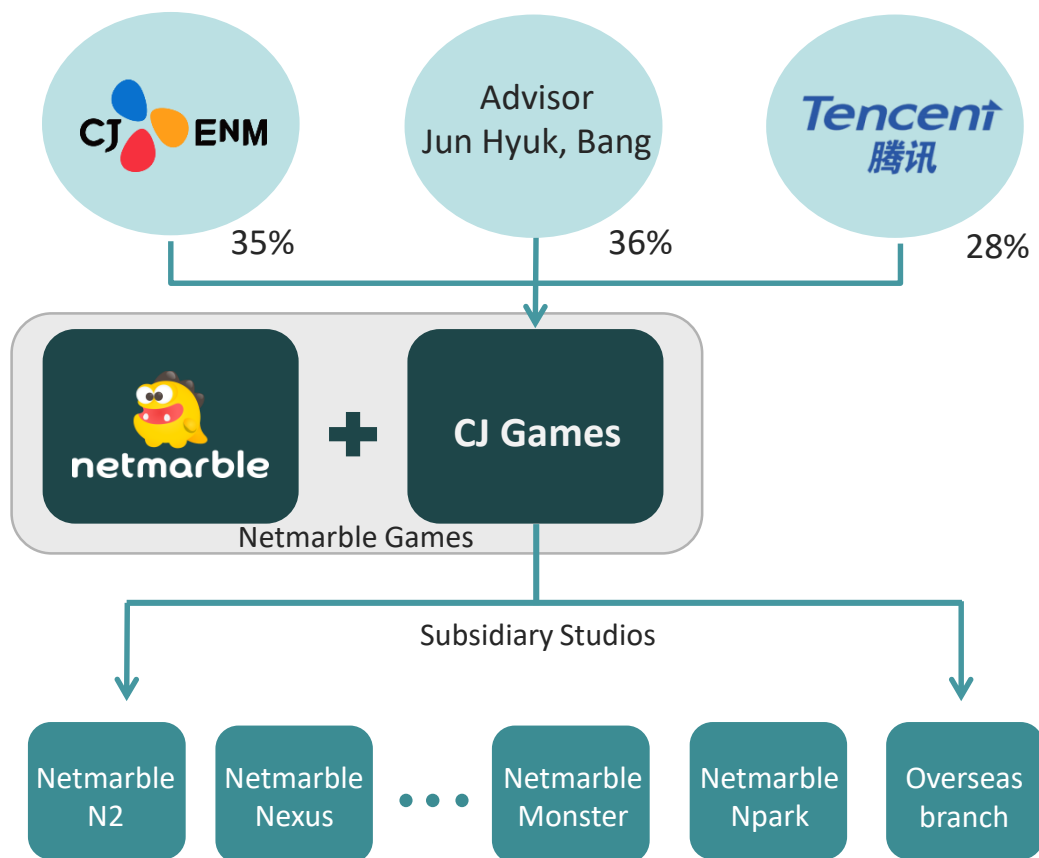


Source: Nielson Korea, CJ ENM

Source: CJ ENM

# GAMES STRUCTURE after JV (2014)

## Partnership Accelerates Move into the Global Market



- **Partnership in New Corp.**

- : Integration of Game Biz. (Netmarble & CJ Games)
- : Collaborate with Tencent for higher synergies and stronger publishing

- **Equity Investment from Tencent**

- : US \$500mn with 28% stake
- : As a fully-loaded Strategic Investor rather than FI

- **Removal of Regulatory Barrier**

- : Restructuring to facilitate M&A (Developing studios are great-grandsons of the holding company. Partial acquisition is banned by FTC in current conditions)



**Equipped to Become a Global Player**

\* Current stakes after IPO (May 10, 2022):  
 Mr. Bang 24.1%, CJ ENM 21.8%, Tencent 17.5%, Ncsoft 6.8%  
 (Ncsoft initially held a stake of 9.8% through a capital increase in Feb 2015)

# Main Line-up for 2Q24

## Channel · TVING

### [Drama]

- ✦ <Love Next Door> : Sat/Sun on tvN
- ✦ <No Gain No Love> : Mon/Tue on tvN
- ✦ <Jeong-Nyeon: The Star is Born> : Sat/Sun on tvN
- ✦ <Love on a Single Log Bridge> : Sat/Sun on tvN
- ✦ <Dongjae, the Good or the Bastard> : TVING

### [Variety Show]

- ✦ <3 Meals a Day> : Fri on tvN
- ✦ <Europe Outside Your Tent 5> : Sun on tvN
- ✦ <Stage Fighter> : Variety Show on Mnet
- ✦ <Baseball Representative: The League of Fans> : TVING

## Film · Musical

### [Film]

- ✦ <I, the Executioner> (Premieres on Sep 13)
- ✦ <Harbin> (Premieres in Dec)

### [Musical]

- ✦ <Kinky Boots> (Sep to Nov)

## FIFTH SEASON

### [Drama]

- ✦ <Severance S2> (Apple TV+)  
Directed by Ben Stiller, Starring Adam Scott·Britt Lower·Zach Cherry
- ✦ <Chief of War> (Apple TV+)  
Produced by Thomas Pa'a Sibbett, Starring Jason Momoa·Cliff Curtis

### [Film · Documentary]

- ✦ <She Rides Shotgun>, <Rodney 101>

## MUSIC

### [Albums · Records]

- ✦ <ZEROBASEONE>, <JO1>, <ME:I>, <DXTEEN>
- ✦ OST : tvN Drama, Mnet

### [Concert · Convention]

- ✦ <KCON LA 2024>, <MAMA 2024>
- ✦ <ZEROBASEONE>, <Kep1er>, <INI>, <RIIZE>