



Investor Relations

November 2025

Company Overview

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

- Business Divisions -

MEDIA PLATFORM

No. 1 MPP in paying TV

- **Advertisement Solution**
: TV · Digital-based Media Mix
- **Digital Content Production**
- **OTT Platform TVING**

FILM & DRAMA

No. 1 Production Studio

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

MUSIC

Global Music Label

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

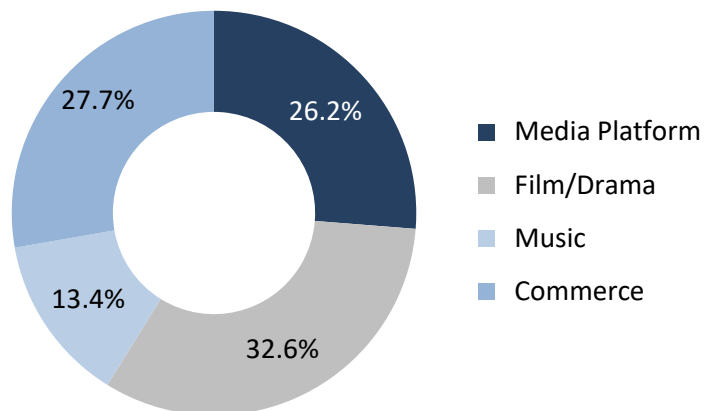
COMMERCE

No.1 TV Commerce Player

- **Private Brands**
- **Leader of Online Commerce**
- **Mobile Live Commerce**

COMPANY OVERVIEW

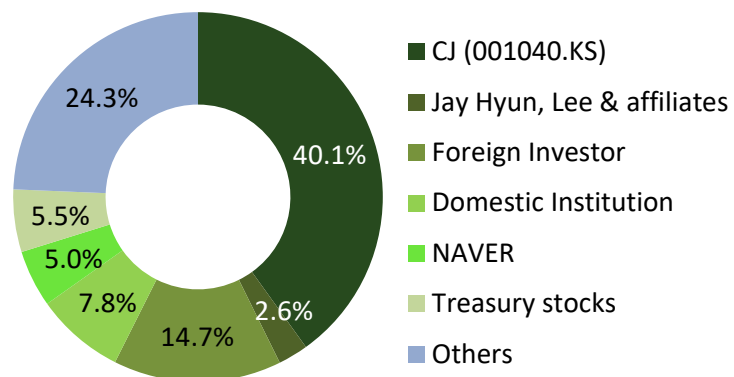
Sales-mix (2024)



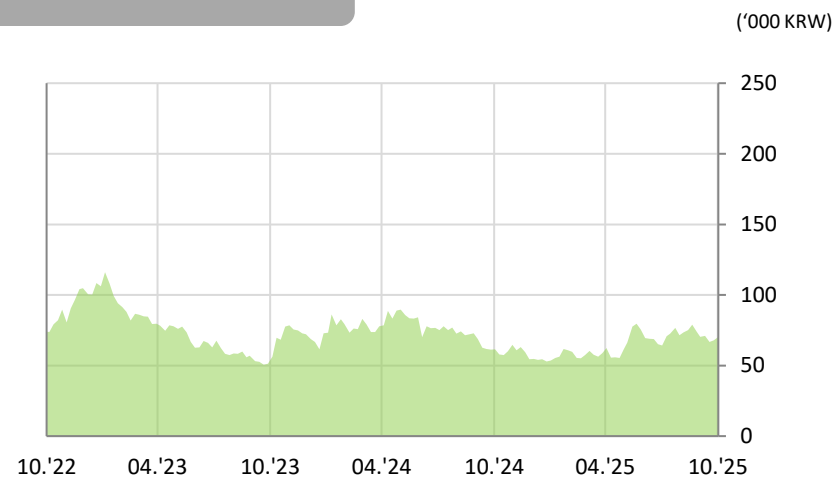
Snapshot (as of October 2025)

✓ Outstanding Shares	21,929,154 shrs
✓ Market Cap.	1,539 bn KRW
✓ Shareholders' Equity	3,636 bn KRW
✓ P/B	0.42 x
✓ Foreign Investment Limit	49.0 %

Shareholders' stake

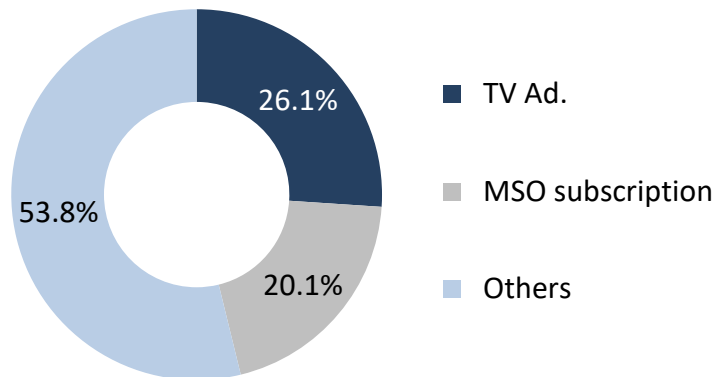


Price information



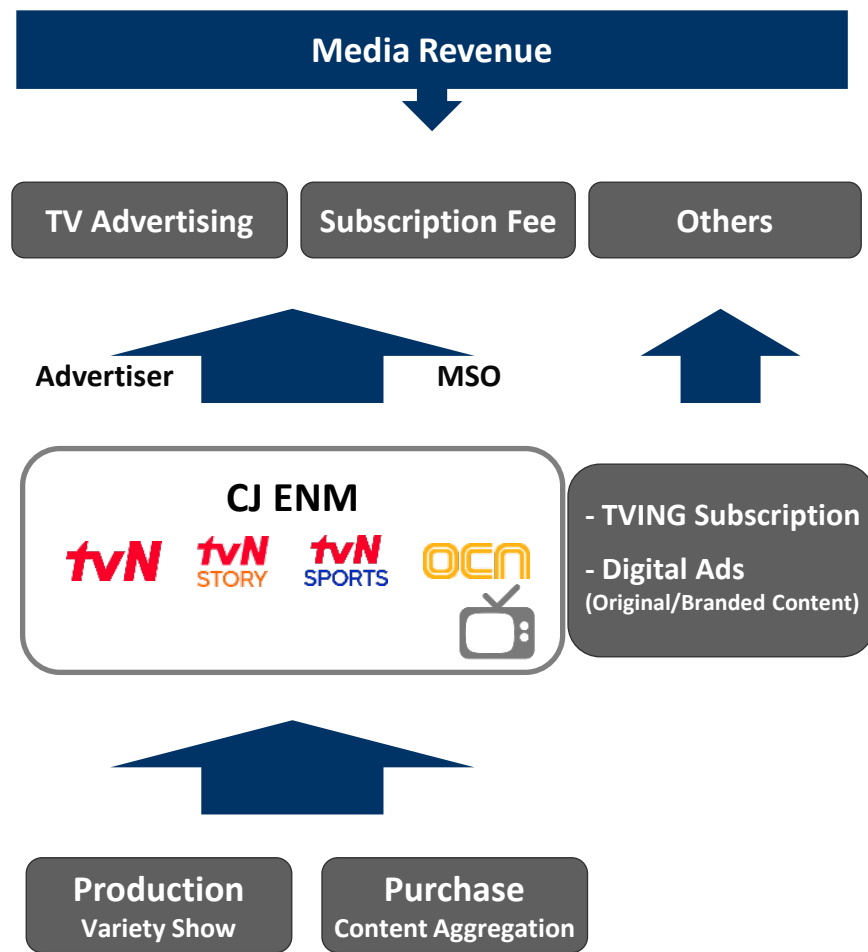
Media Platform

Sales Mix (2024)



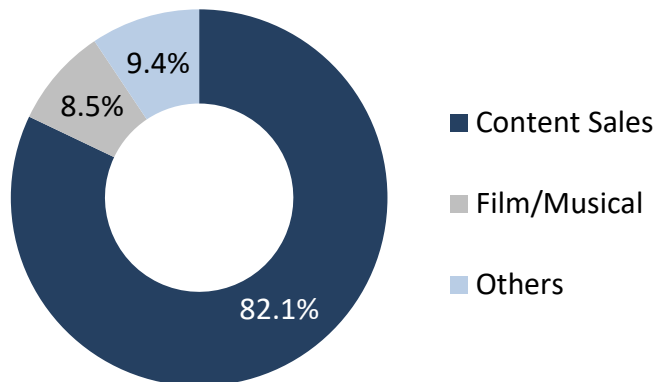
- **TV Ad.** : Advertisement revenue generated from TV channels
- **MSO subscription** : Commission for providing PGM to SO
- **Others** : Subsidiaries (incl. TVING), digital revenue, etc.

Biz-Model



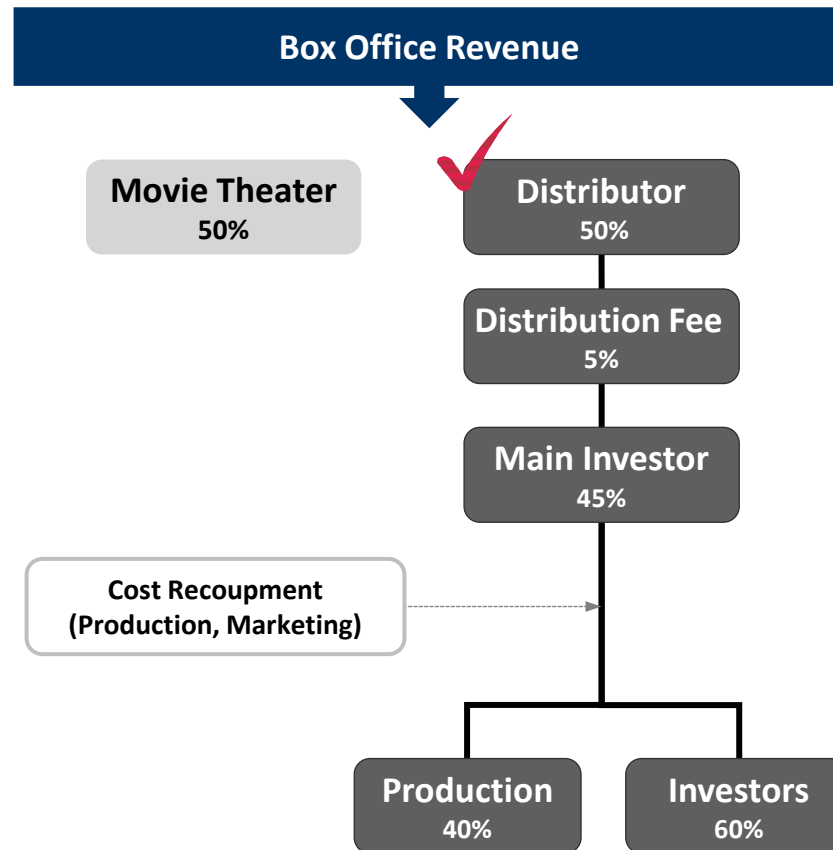
Film & Drama

Sales Mix (2024)



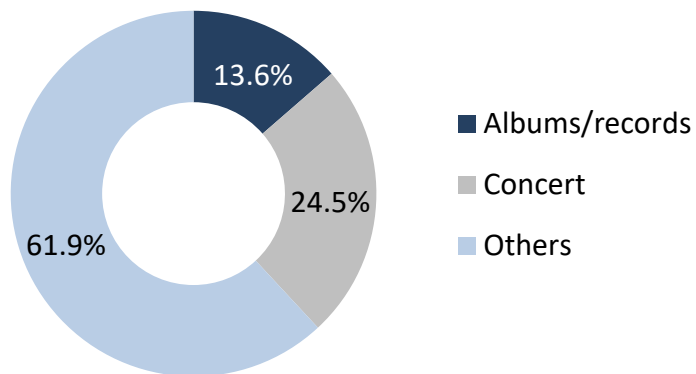
- **Content Sales** : Content sales revenue (incl. FS, SD, ES)
- **Film** : Theater revenue from domestic B.O. and musical, ancillary
- **Others** : Subsidiaries, film overseas revenue, etc.

Biz-Model



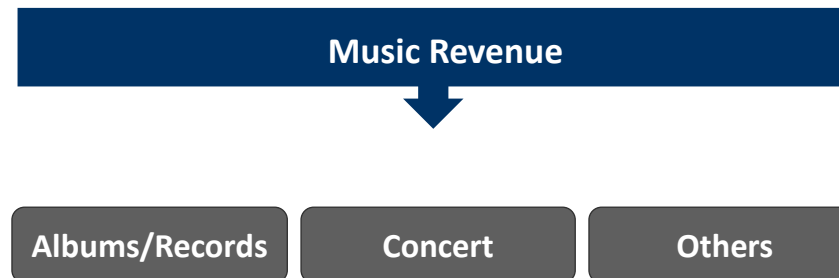
Music

Sales Mix (2024)

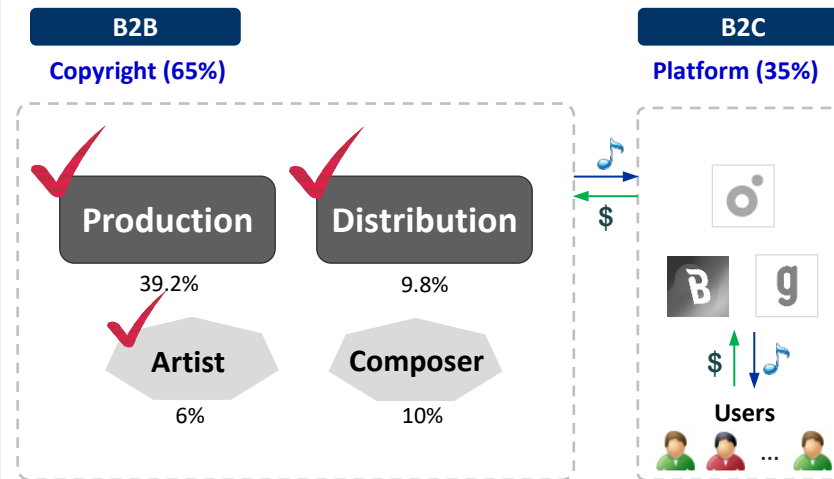


- **Albums/records** : Records & albums sales incl. in-house artists
- **Concert**: Planning and production of concerts and conventions
- **Others** : Sub-labels, Mnet CH. advertisement, festival, etc.

Biz-Model

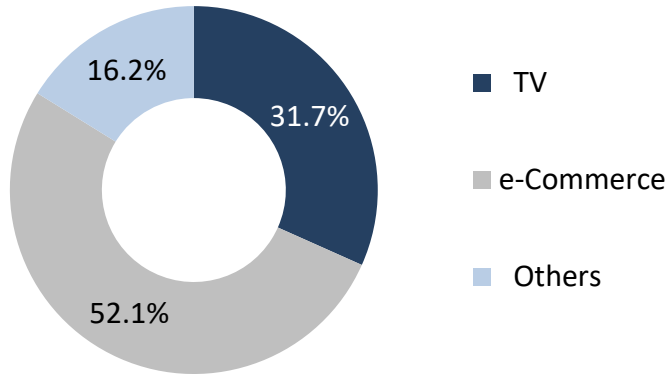


General Revenue Scheme



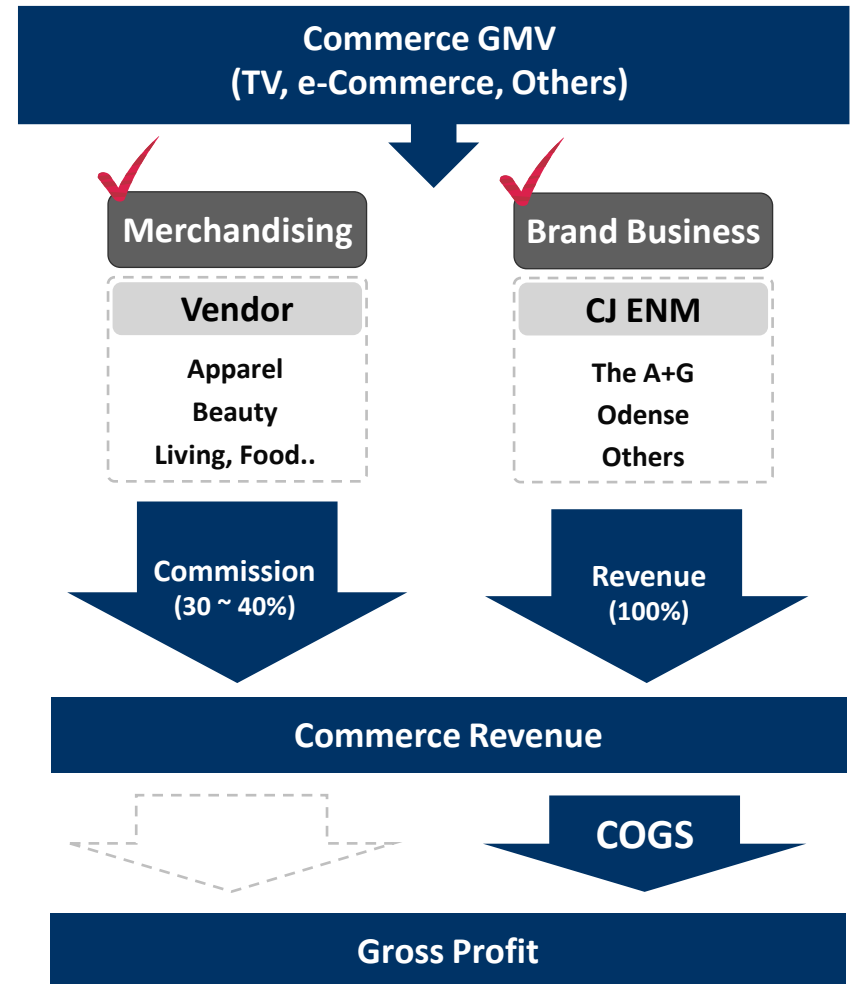
Commerce

Sales Mix (2024)



- TV : Revenue from TV commerce transaction
- e-Commerce : Sales from e-Commerce platform (Mobile, PC)
- Others : Subsidiaries, offline sales revenue, 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"> • Provide marketing solution with powerful TV channels • With OTT original content, gather subscribers 	<ul style="list-style-type: none"> • Has top writers and producers • With content power, sells products to other channels and OTT as well as abroad 	<ul style="list-style-type: none"> • Expand and secure in-house artists and IPs through sub-labels • Maximize synergies with Media's music-oriented TV shows
 Paying TV Channels	 Drama Studio	 LAPONE
 OTT Platform	 Multi-genre Studio	 WAKEONE
 TV-Digital Ad. Solution	 Global Studio	 AOMG

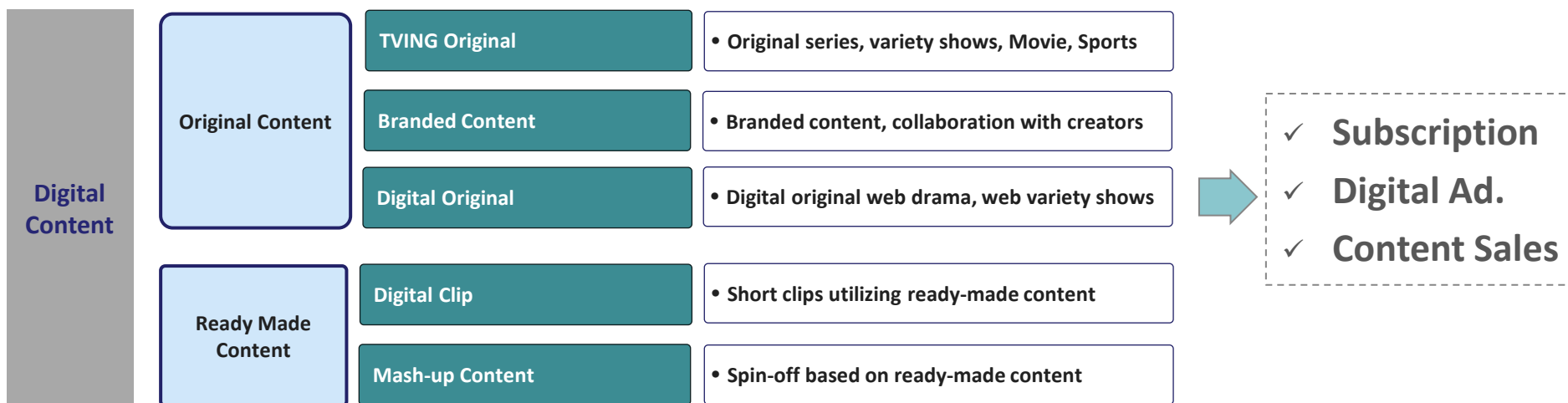
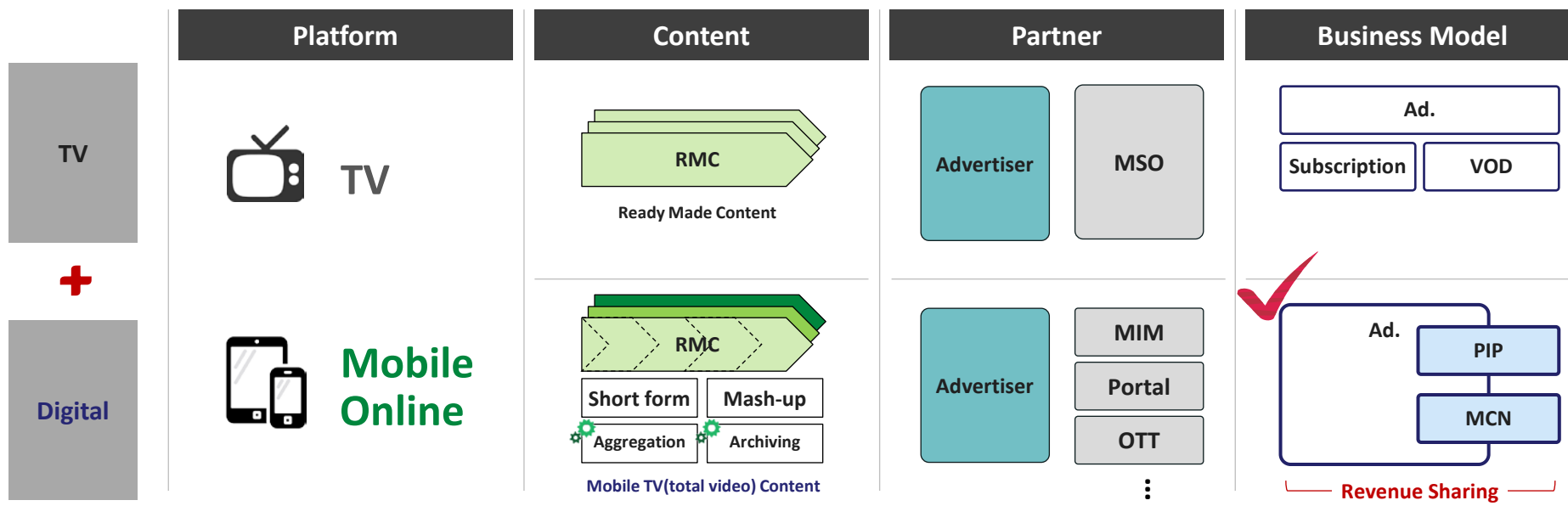
TV Channels that we own

Own 14 TV Channels including 11 Basic and 3 Premium Channels

General Entertainment		Lifestyle Entertainment		Movie Entertainment	
	Representative Channel General Entertainment Ch. for Drama & Variety Shows of All Genre		Life Story Content Air Drama & Variety Shows targeting elderly generation		Movie, Drama Air Drama & Movie of well-made genres
	Infotainment Content Air Drama & Infotainment Shows		Sports Content Broadcast Worldwide Sports Events		Movie Curation No.1 Movie Theme, Curation Ch.
	Millennial Gen. Air Variety Shows targeting younger generation		Chinese Content Air Variety of imported Chinese Content (Drama)		Korean Movie Movie curation Ch. for Korean movies
	UHD 4K Content ^P Offer Premium UHD version of Ready Made Content				Premium Movie ^P Catch on 1 & 2 are Premium Movie Channels
Music Entertainment				Kids Entertainment	
	Music Content Variety Shows specialized for Music Genre				Animation, Kids The first animation-only Ch. In Korea and air both licensed and in-house IP

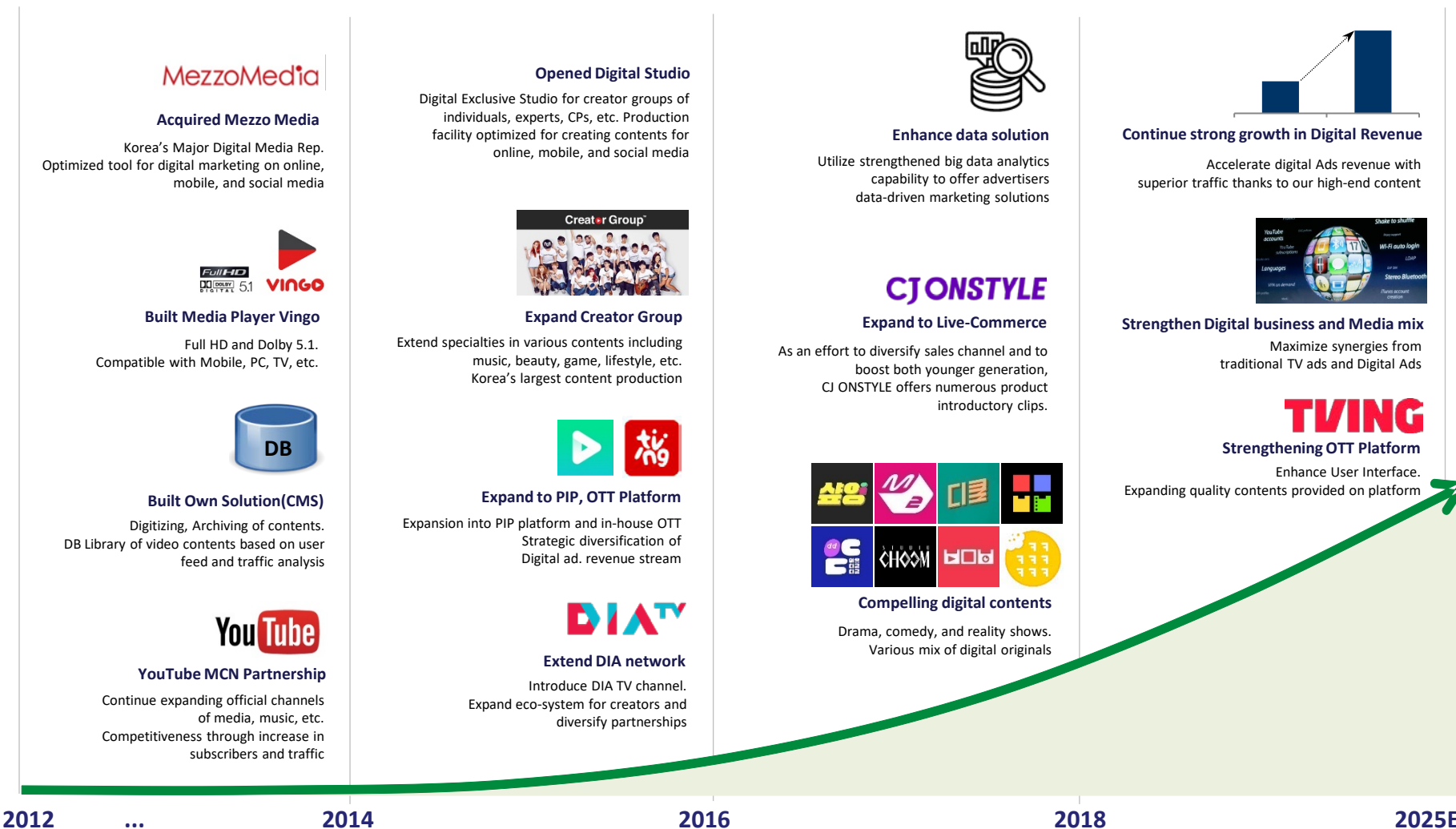
^P : Premium Channel (Channel subscription needed)

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



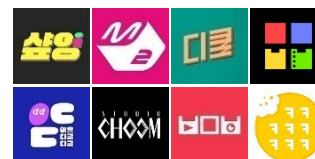
Enhance data solution

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

CJ ONSTYLE

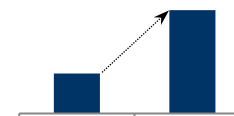
Expand to Live-Commerce

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 2025E

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.



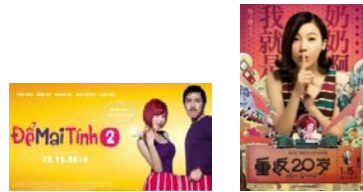
Vietnam Cultural Relations

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



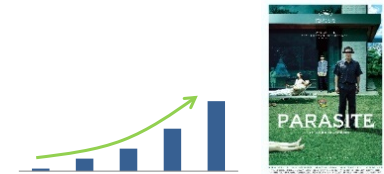
Co-production with Global Partners

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.

2025 Driving global content expansion and acceleration of digital platform growth

1

✦ **Quantitative and qualitative content**

Expand integrated advertising and content commerce synergy by enhancing content hit-ratio and increasing the lineup of well-made content

2

✦ **Accelerating global expansion**

Strengthen the global business focus on content, TVING, music, and building competitiveness by accelerating the acquisition of HIP

3

✦ **Strengthening digital platforms**

Drive subscribers growth and expand customer engagement through the expansion of multi-format/genre content and domestic/international partnerships

4

✦ **Mobile Live Commerce strategy**

Strategy to accelerate the growth of mobile live commerce (MLC) through mega IPs, product competitiveness, and external channel integration

2025 Business outlook : Content strategy

Strengthening programming strategy

★ Drama Forward deployment of quarterly tentpole dramas
 Reintroduce and stabilize Wed/Thu drama block
 ※ Dramas aimed at building a system to discover future stars

★ Variety show Expanding seasonal shows with solid ratings and buzz
 Activate unique new shows in sports, lifestyle, etc.
 Boosting K-variety presence by global expansion

Expansion of new content and business models

★ Integrated advertising Expansion of TV+OTT bundled packages and upfronts
 Enhance content commerce synergy ads and sales

★ Shorts/ Short form Specialized ads and commerce for new revenue
 Revenue growth through content traffic and subscriptions

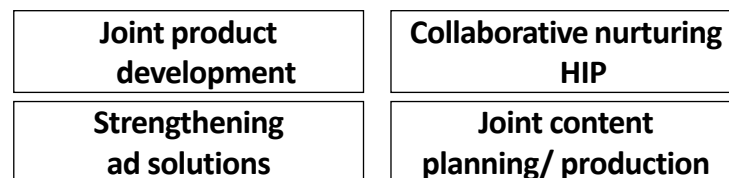
“Enhancement of value added content”



· Increase line-ups, optimize distribution strategy for global OTT and local platforms

· Developing advertising packages for synergy of channel/TVING/Mnet+/Onstyle

“Increase in content commerce synergy”





· Boost joint IP planning for content-linked products

· BM expansion through ad and marketing solutions

2025 Business outlook : Main content line-up

Title	Platform	Category
<Potato Research Institute>	tvN TVING	Drama
<Black Salt Dragon>	tvN TVING	
★ <Resident Playbook>	tvN TVING	
<Unknown Seoul>	tvN TVING	
<Divorce Insurance>	tvN TVING	
<Please Stop Drinking>	tvN TVING	
<Seo-cho Dong>	tvN TVING	
★ <The Tyrant's Chef>	tvN TVING	
★ <Typhoon Company>	tvN TVING	
★ <Yammy Love>	tvN TVING	
<Sixth Sense : City Tour>	tvN TVING	Variety Show
<Edward Lee's Country Cook>	tvN TVING	
★ <Earth Arcade 3>	tvN TVING	
<Fresh Off The Sea 2>	tvN TVING	
<The Genius Paik 3>	tvN TVING	
<World of Street Woman Fighter>	Vnet TVING	
<Boys II Planet>	Vnet TVING	

2025 Business outlook : Main content line-up

Title	Platform	Category
<A Week Before I Died>	TVING ORIGINAL	Drama
<Dear X>	TVING ORIGINAL	
<The Love Story of Chunhwa>	TVING ORIGINAL	
<Running Mate>	TVING ORIGINAL	
<Shark : the storm>	TVING ORIGINAL	
★ <The Great Escape : The Story>	TVING ORIGINAL	
★ <Exchange 4>	TVING ORIGINAL	
<Baseball Representative 2025>	TVING ORIGINAL	Drama
<Genie, Make a Wish>	NETFLIX	
<The Price of Confession>	NETFLIX	
<Dear Hongrang>	NETFLIX	
<Mercy for None>	NETFLIX	
★ New variety show (TBA)	NETFLIX	Variety Show
<The Manipulated>		Drama
<Hyper Knife>		

2025 Business outlook : Global expansion strategy

Content

- ✦ **Production** Enhancing production by KR, JP, US studios
 Expansion of scripted content operations

- ✦ **Distribution** Securing optimal partners with global TVING
 Regional expansion to IN, LATAM, and MENA

TVING

- ✦ **TVING** Improve global distribution synergy
 International entry of TVING into JP, SEA and US

Music

- ✦ **HIP** HIP expansion in KR, JP, Chinese-speaking region
 Build multi-label and fortify additional revenue

- ✦ **Live convention** MAMA, new markets as Chinese-speaking region, MENA
 KCON, developing competitive structure in NA, JP

“Expansion of content distribution by region”



“Continuous increase in global MCS”



<LAPOSTA> <Boys II Planet> <MAMA> <KCON>

2025 Business outlook : Platform growth strategy

TVING

Multi-genre content



- Subscriber growth** Evolve into a K-Content hub with 15M subscribers by 2027
- Engagement** Enhance live stream, sports, news, short-form content offerings

Mnet+

K-POP fan-teractive



- Monetization** Drive global traffic and monetization through video and interactive content
- BM innovation** Expand commerce and digital ancillary businesses through product lineup

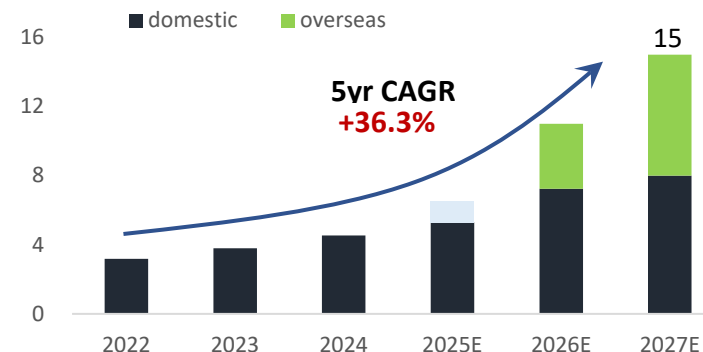
Onstyle

Curated live commerce

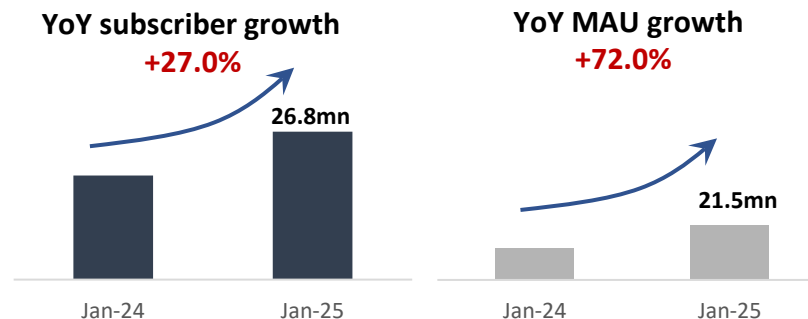


- Content commerce** Drive multi-format content commerce through mega IPs using various formats
- User growth** Grow customer base and purchase metrics via fandom and new brand portfolio

“TVING subscriber growth targets”



“Mnet+, expanding user base”



2025 Business outlook : MLC content strategy

2025 Commerce Initiatives

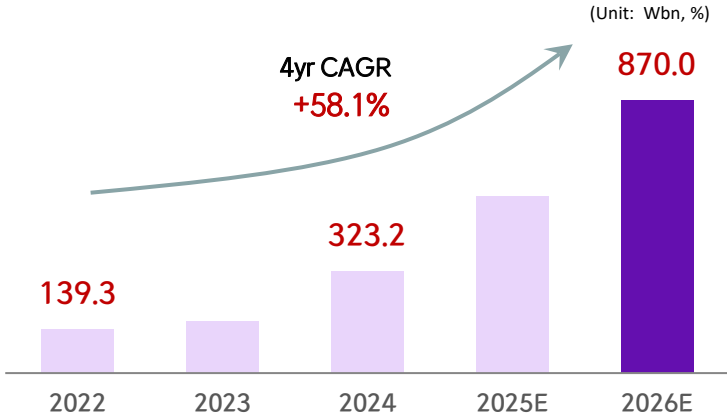
- ✦ **Product differentiation** Leverage data-driven insights to enhance ‘Fandom’ brand sourcing, and advanced ‘One platform’ strategy for product sourcing

- ✦ **IP-planning** Maximize sales with Mega IPs across channels, content diversification, and expanded customer touchpoints




- ✦ **External channels** Expand customer engagement through tailored content and digital marketing across digital and offline platforms

- ✦ **Content commerce** Drive synergies through joint content planning with the Ent. Division, develop exclusive products, and cultivate integrated advertisers

“Driving momentum with MLC”



“2025 MLC mega IP line-up”

		
<p><Get it beauty></p> <p>Peak UV 270,000 GMV : 160% of target</p>	<p><Indoors for a moment></p> <p>Avg UV 300,000 30-40 Demo : 78%</p>	<p><What to wear today></p> <p>Short-form views : 10.1mn Avg GMV/stream : 770 Wmn</p>

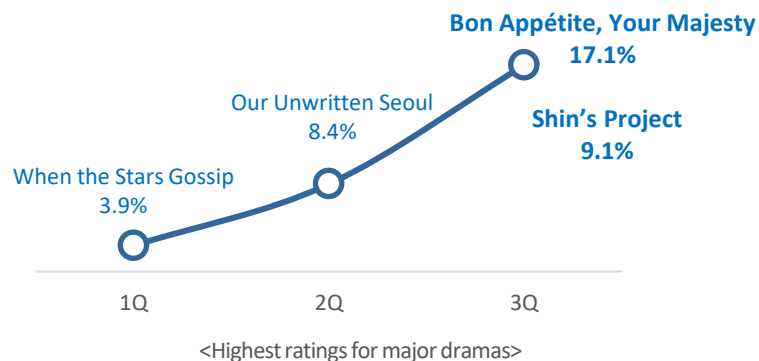
3Q25 Key Achievements and Strategies

Established profitability drivers through competitive content and platform strength

Content

Enhanced flagship drama ratings and buzz

- Improved scheduling and production decisions via GLC and QC processes
- High quality content boosted viewership and buzz of major dramas



Forged strategic partnership with Warner Bros. Discovery

- Co-developed and co-produced premium K-content for global markets
- Expanded global influence based on K-content leadership and production

Expanded global production and overseas distribution

- Led co-productions incl. <Romantic Anonymous> (JP), <Bugonia> (US)
- Increased market reach by delivering content to LATAM, MENA

Platform

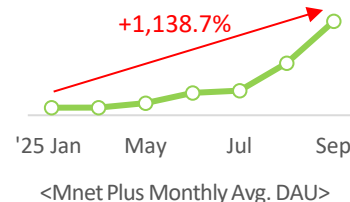
TVING's advertising BM achieved strong growth and upgrades

- Ad revenue grew YoY +74.7%, launching an integrated platform with Wave



Mnet Plus accelerated global traffic growth

- Content – engagement – community – commerce cycle drove top-line growth



- #1 non-drama buzz for 11 cons. wks
- 3m streams for the live final
- 69m total votes from 230 countries

Onstyle's Omni-channel IP drove full-scale MLC growth

- Expanded customer touchpoints via industry-first mobile, TV, and OTT simulcast
- MLC GMV increased YoY +52.2% (accumulated from '25 Q1 to '25 Q3)

Unparalleled content competitiveness and business portfolio



 Enhancing Competitiveness
in Global Business

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

- ✦ Music Label – Strengthen business capabilities centered on artists

“Content Sales Up”



“Subscribers and OTT M/S Up”



“Brand Business and GMV Up”



Mid-term Strategies

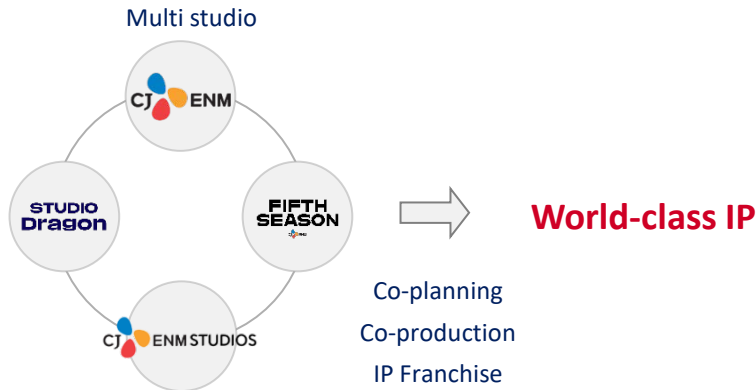
“

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

”

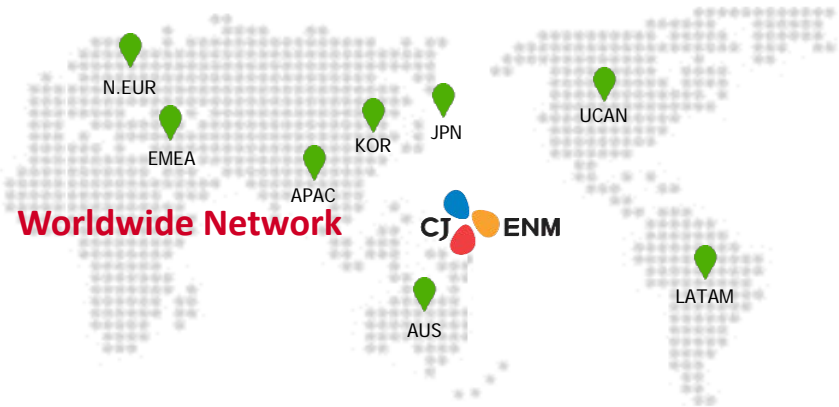
Expand World-class IP Production

★ 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

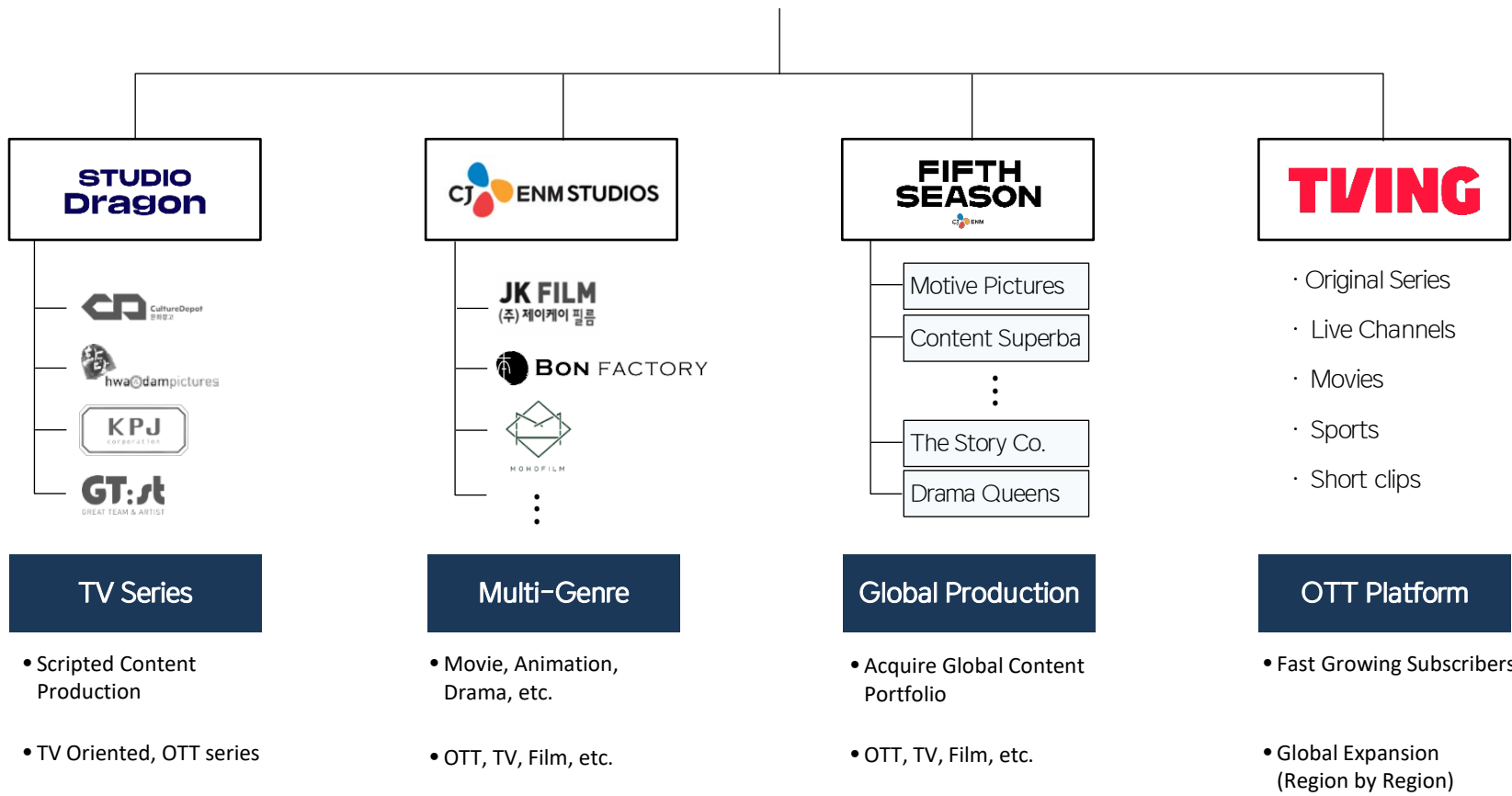
- prjt 1 : (OTT) Period Drama
- prjt 2 : (OTT) Drama Series
- prjt 3 : (OTT) Mystery
- prjt 4 : Dark Comedy/Thriller
- prjt 5 : Horror/Thriller

- <The Tyrant's Chef>
- <Yammy Love>
- <Dear X>
- <Genie, Make a Wish>
- <The Manipulated>

- <The Savant S1>
- <Chief of War>
- <East of Eden>
- <Nine Perfect Strangers S2>
- <Strife S2>

- prjt 1 : <Mercy for None>
- prjt 2 : <Hyper Knife>
- Prjt 3 : Variety Show (TBA)
- 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.

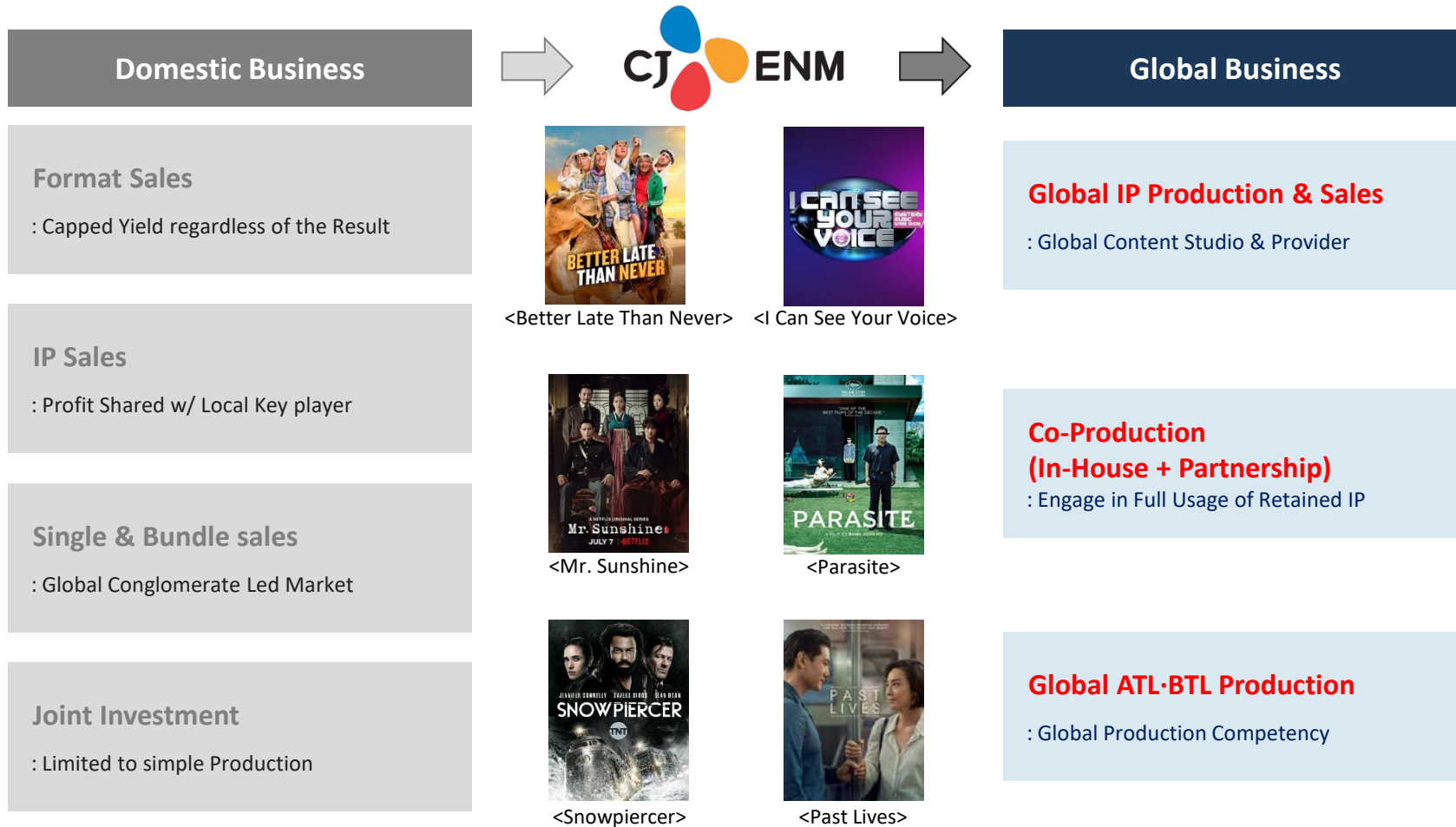
Global Production

- 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 8 Million MAU in Oct. 2024

Business Outlook

Aiming for a
turn-around
in 2H25

Targeting
15mn
subscribers by 2027

Key Original Line-ups

Dear X
A Week Before I Died
Running Mate

Exchange 4
The Great Escape : The Story
Baseball Representative

2025 Key Business Strategy

1. Content Enhancement

- ✦ Maximize exclusive content leveraging hit IPs
- ✦ Enhance sports broadcasting to boost differentiation
- ✦ Short-form innovation to elevate market dominance

2. Business Expansion

- ✦ Global expansion targeting Japan, Southeast Asia, and the U.S.
- ✦ TVING-Wavve merger to expand subscribers and content



FIFTH SEASON

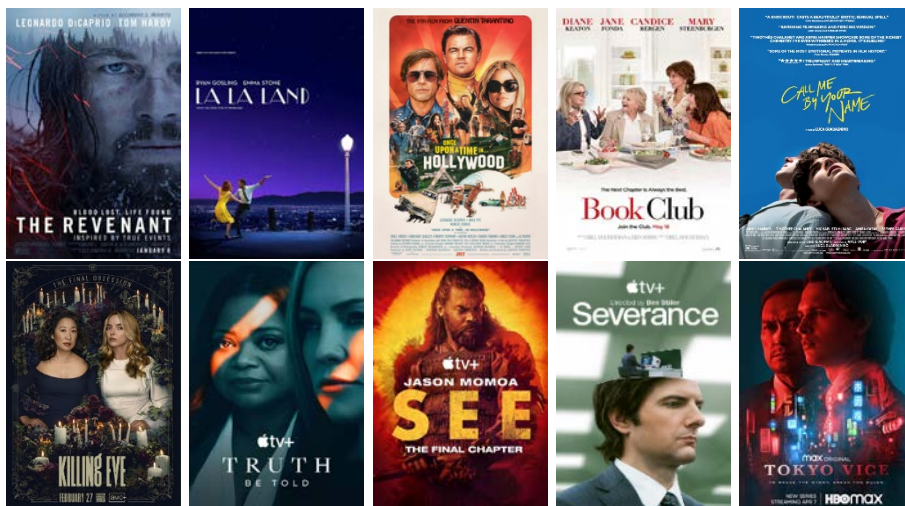
Global expansion with various capabilities as showrunner, producer and distributor

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



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 4 nominations

2025 Major Line-ups

Series	Chief of War Nine Perfect Strangers S2 The Savant	East of Eden Strife S2 His & Hers
Film	She Rides Shotgun Free Byrd	Levon's Trade Anniversary
Documentary	Andy Kaufman Is Me Odyssey	Folk Rodney 101

and 300+ projects are under development

* Previously known as Endeavor Content

Music: How we create our artists

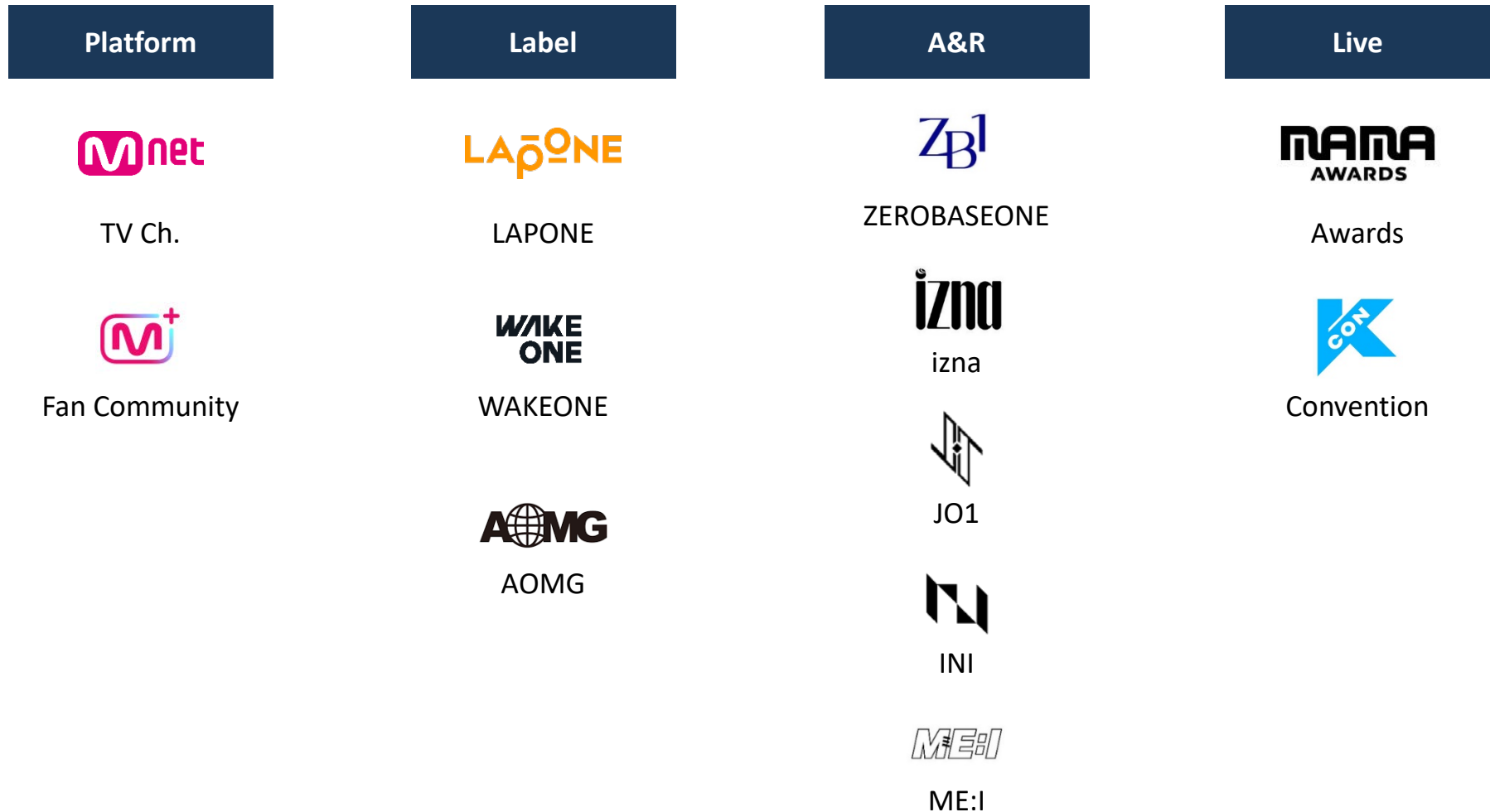
Forging popular K-pop artists by producing global audition program

	2016	2017	2018	2019	2021	2023	2024	2025
WAKE ONE								

LAPOONE

2019	2021	2023	...
JO1	INI	ME:I	

Unique business properties are navigating a long-term growth



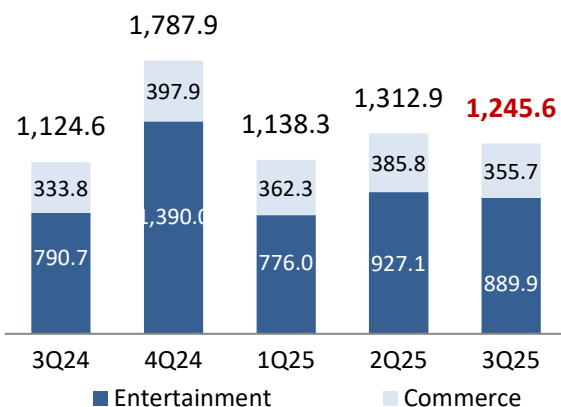
3Q25 Earnings Review

3Q25 Financial Highlights

Strengthened content and platform profitability through top-line growth

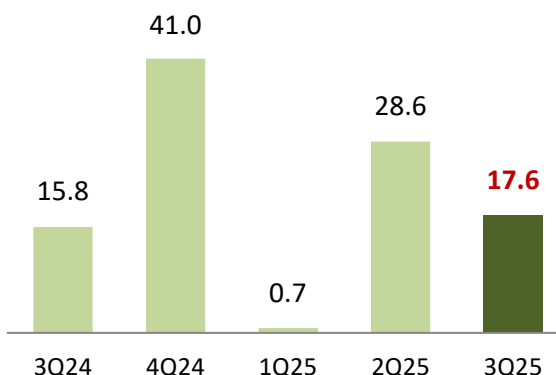
Sales Revenue

(Unit: Wbn)



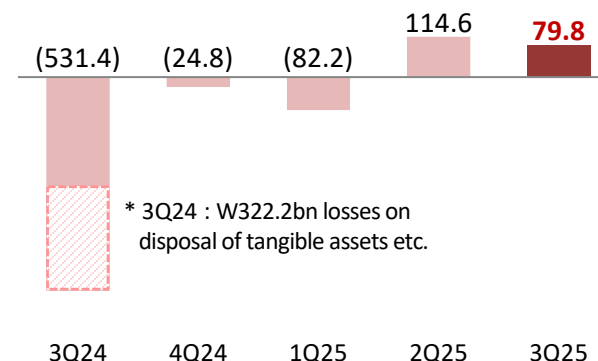
Operating Income

(Unit: Wbn)



Net Income

(Unit: Wbn)



★ **[3Q25] Revenue W1,245.6bn (YoY +10.8%), Operating Profit W17.6bn (YoY +11.0%)*** Consolidation Adjustments : -W0.5bn

- **Entertainment** : Revenue W889.9bn (YoY +12.5%), OP W5.5bn (YoY -23.9%), increased content delivery from SD, FS offset by continued weakness in TV Ad.
- **Commerce** : Revenue W355.7bn (YoY +6.5%), OP W12.6bn (YoY +37.5%), profitability improved by MLC expansion and enhanced high-margin product mix

★ **[4Q25] Drive results with global platform growth of TVING, Mnet Plus and stronger international content sales**

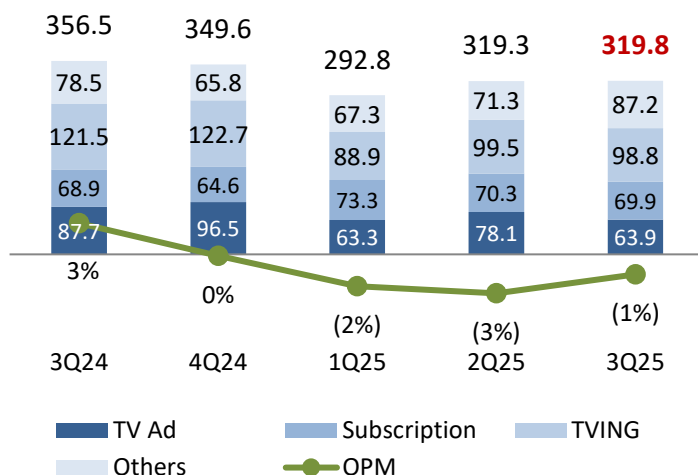
- **Media Platform** : Drive channel strength and subscriber gains via anchor IP
- **Scripted** : Broaden global reach of content IPs incl. <Typhoon Family> etc.
- **Music** : Boost earnings through live concerts – <ZB1>, <2025 MAMA>
- **Commerce** : Scale e-Commerce leveraging omni-channel IP content

Media Platform

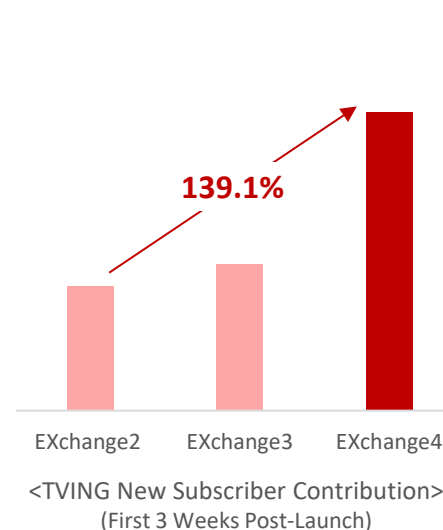
Building profitability momentum through content and platform synergies

Revenue and OPM

(Unit: Wbn)



New subscriber inflow driven by TVING originals



<4Q25 Major Content>

- <Typhoon Family>**

tvN ORIGINAL
 #IMF Crisis
 #Growth Story
- <EXchange 4>**

tvN ORIGINAL
 #Romance Reality
 #Highly Addictive
- <Dear X>**

tvN ORIGINAL
 #Melo Suspense
 #Trusted Cast And Director

[3Q25] Revenue W319.8bn (YoY -10.3%), OL W3.3bn

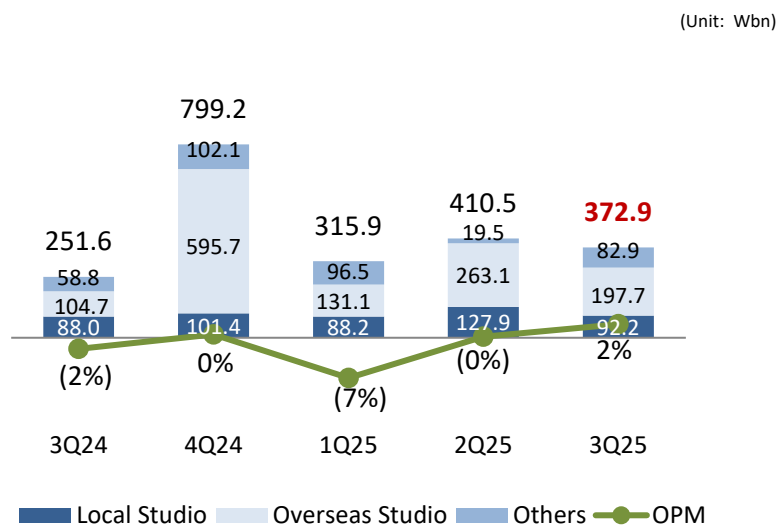
- TVING** : Expansion of the new TVING–Wavve plan and the launch of terrestrial live channels strengthened OTT synergies
- Linear TV** : Dramas <Bon Appétit, Your Majesty>, <Law and The City> lifted ratings, but TV Ad. fell amid soft market demand (YoY -27.1%)

[4Q25] Well-made content lifts channel & TVING profitability

- TVING** : Hit originals drive subscriber growth; expanding global presence via branded zones on HBO Max (SEA) and Disney+ (Japan)
- Linear TV** : Ratings improve with hit dramas <Typhoon Family>, <Pro Bono>; Ad. competitiveness enhanced via data/tech solutions

Turnaround driven by expanded drama & film lineup and enhanced global distribution

Revenue and OPM



4Q25 Major Content

<The Manipulated>



CJ ENM, STUDIO DRAGON
Nov. 5th (12 eps)
#crime #action #thriller

<Romantics Anonymous>



CJ ENM STUDIOS
Oct. 16th (8 eps)
#KR_JP_jointproduction

<Nice to Not Meet You>



STUDIO DRAGON
Nov. 3rd ~ Dec. 23rd (16 eps)
#rom-com

<Anniversary>



FIFTH SEASON
Oct. 29th (Theater)
#DianeLane
#KyleChandler
#thriller #Lionsgate

[3Q25] Revenue W372.9bn (YoY +48.2%), OP W6.8bn (YoY TR)

- **FIFTH SEASON** : Recognized revenue from Apple TV+ series <The Savant>, Netflix series <His & Hers>, and the film <She Rides Shotgun>
- Diversifying global content partnerships and expanding revenue in LATAM & MENA, B.O. and overseas contribution of <No Other Choice>

[4Q25] Expanding premium IP lineup for global audiences

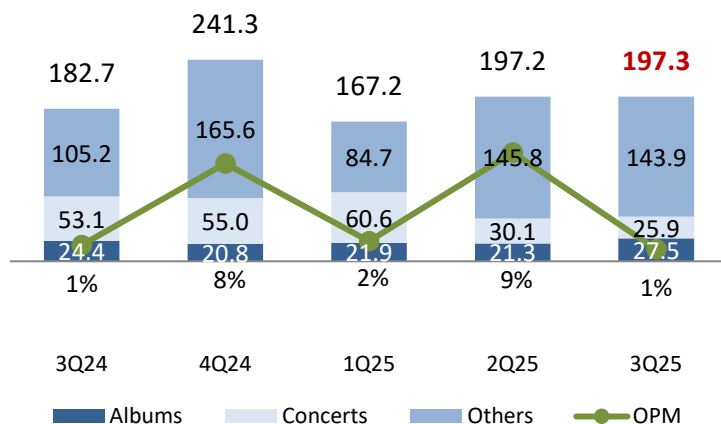
- Global OTT simulcast of anchor IPs incl. Netflix <Pro Bono>, Amazon <Nice to Not Meet You>, driving solid overseas distribution revenue
- Enhancing production capability via global OTT titles from SD <Soulmate>, ES <Romantics Anonymous>, FS <American Classic>

Music

Profit decline from artist activity fluctuations, while driving 2026 growth via MCS & platform advances

Revenue and OPM

(Unit: Wbn, %)



Enhance Mnet Plus with global content and live concerts

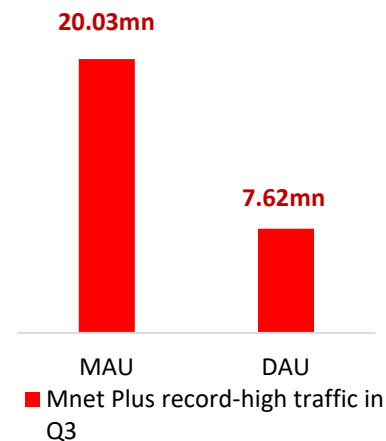
<4Q25 Major Content>



<2025 MAMA AWARDS>
 Dates : 11/28 ~ 11/29
 Location : Hongkong
 #SoldOutShow
 #KaiTakstadium



<Planet C: HOME RACE>
 Dates : 12/6 ~ 12/27
 #MnetPlus_Original
 #ChineseSpeakingMarkets



[3Q25] Revenue W197.3bn (YoY +8.0%), OP W1.9bn (YoY -20.2%)

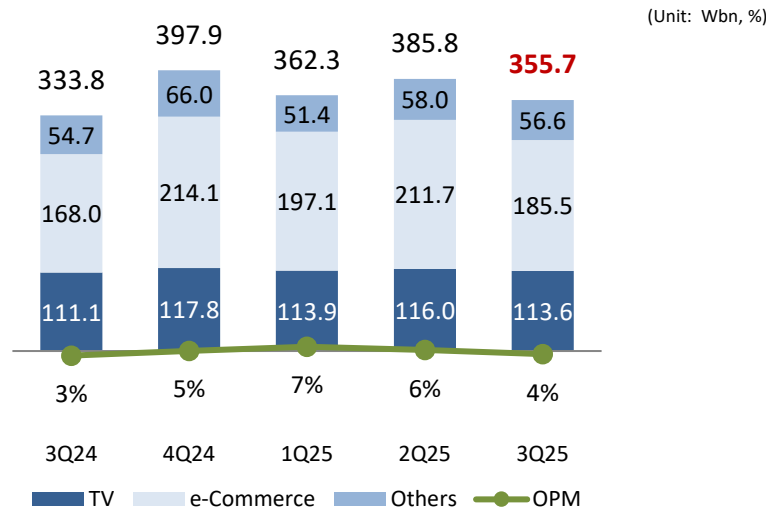
- <ZB1> 1st full album sold (1.51mn), solid sales results for BEPC hosted festival, and Mnet Channel & Mnet Plus growth by <Boys 2 Planet>
- Low profits due to fewer album releases and concerts by LAPONE, as well as higher investments in rookie artists and Mnet Plus

[4Q25] Expand live concerts and develop new artists for 2026

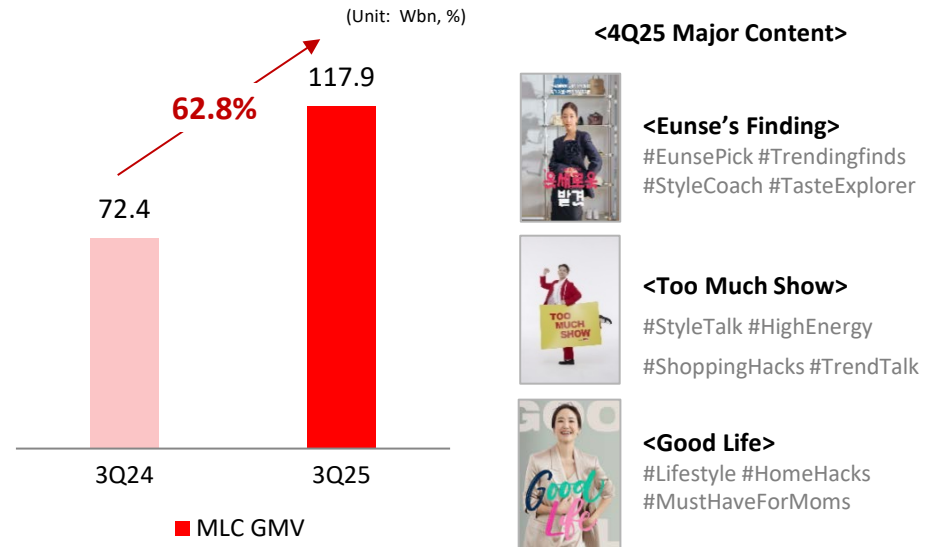
- Excellent ticket sales & Ad. revenue from <2025 MAMA> and strong performance of <ZB1> world tour underpin profit recovery
- Expanding artists through launching JAPAN <HIP POP Princess> debut members & Korea <ALD1>, focusing on global label growth

Fandom commerce and high-margin portfolio drive top-line and margin growth, defying off-season

Revenue and OPM



Drive structural growth momentum led by MLC



[3Q25] Revenue W355.7bn (YoY +6.5%), OP W12.6bn (YoY +37.5%)

- Strengthened core PB sales like <CELEBSHOP> expanding revenue, boosted profit via high-margin beauty and supplement products
- Expanded influencer collabs and fandom commerce with <KBO> goods, sustaining high growth in MLC GMC (YoY +62.8%)

[4Q25] Continue growth led by peak promo · omni-channel IP

- Elevate fashion, beauty curation with promos like <Comeonstyle>, <Onstyle Fashion Week> to capture high demand and drive profit
- Simulcast omni-channel IP across mobile · TV · OTT, and expand new customer reach with in-demand brand collabs like <Labubu>

Financial Summary



Balance Sheet Summary

(Unit: Wbn)	2Q25	3Q25	QoQ (%)
Total Assets	8,638	9,072	5.0
Current Assets	2,292	2,653	15.8
Cash and Cash Equivalents	546	739	35.4
Other Current Assets	1,746	1,914	9.6
Non-Current Assets	6,346	6,419	1.1
Tangible Assets	819	816	(0.3)
Intangible Assets	2,493	2,468	(1.0)
Total Liabilities	5,002	5,449	8.9
Current Liabilities	3,640	3,615	(0.7)
Non-Current Liabilities	1,363	1,834	34.6
Shareholders' Equity	3,636	3,623	(0.3)
Equity capital	212	212	-
Retained Earnings	449	495	10.2
Other Reserves	2,137	2,215	3.7

✦ Key financial ratios

(Unit: %)	2Q25	3Q25	QoQ
Current Ratio (%)	63.0	73.4	10.4%p
Net Debt Ratio (%)	46.2	46.4	0.2%p
Cash Ratio (%)	16.9	22.6	5.7%p

Income Statement Summary

(Unit: Wbn)	3Q24	2Q25	3Q25		
				% YoY	% QoQ
Sales Revenue	1,125	1,313	1,246	10.8	(5.1)
Media Platform	356	319	320	(10.3)	0.1
Film & Drama	252	411	373	48.2	(9.2)
Music	183	197	197	8.0	0.0
Commerce	334	386	356	6.5	(7.8)
OPEX	1,109	1,284	1,228	10.8	(4.4)
COGS	720	889	850	18.0	(4.4)
SG&A	389	396	378	(2.6)	(4.3)
Operating Profit	16	29	18	11.0	(38.6)
Non-Operating PL	(417)	93	68	TB	(27.4)
Financial PL	(45)	68	(34)	CR	TR
Equity method G/L	(1)	29	8	TB	(71.2)
Others	(371)	(4)	94	TB	TB
Pre-tax profit	(401)	122	85	TB	(30.1)
Tax Expenses	131	7	5	(95.9)	(24.8)
Ongoing Operating Income	(531)	115	80	TB	(30.4)
Discontinued Operating Income	0	0	0	-	-
Net profit	(531)	115	80	TB	(30.4)



Appendix

Advancing into the Global Market with Premium IP & Digital Platform



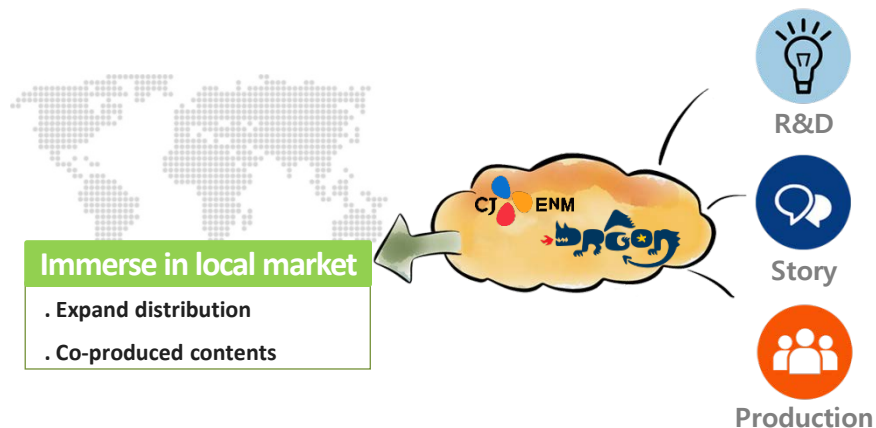
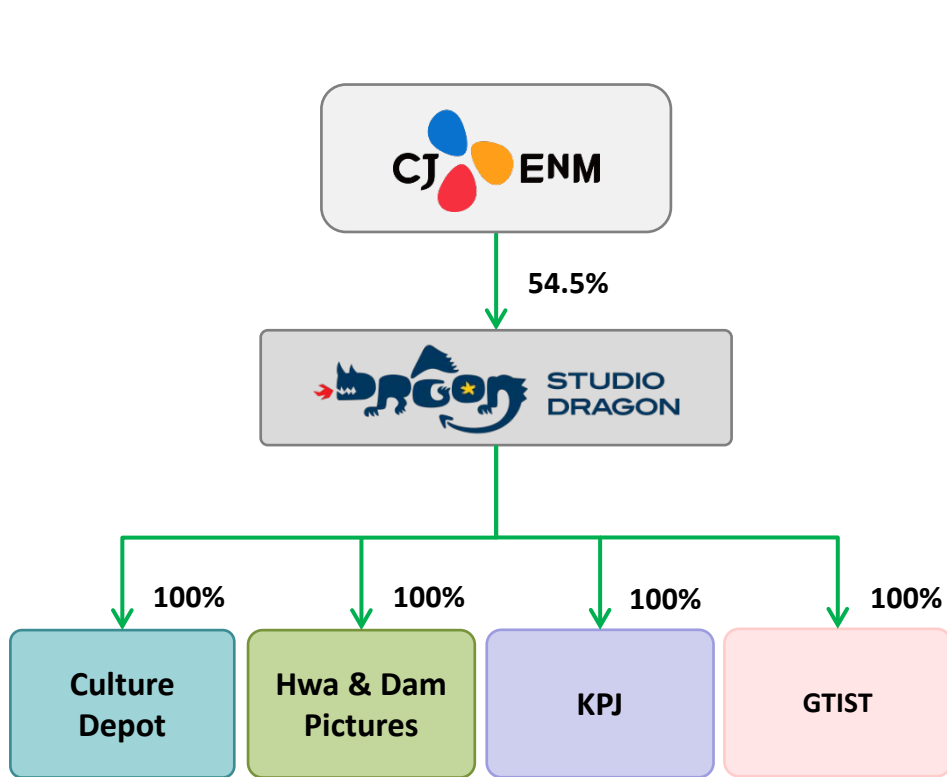
- Linear TV
- Domestic Oriented
- Premium IP
- Legacy Business

“ **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>

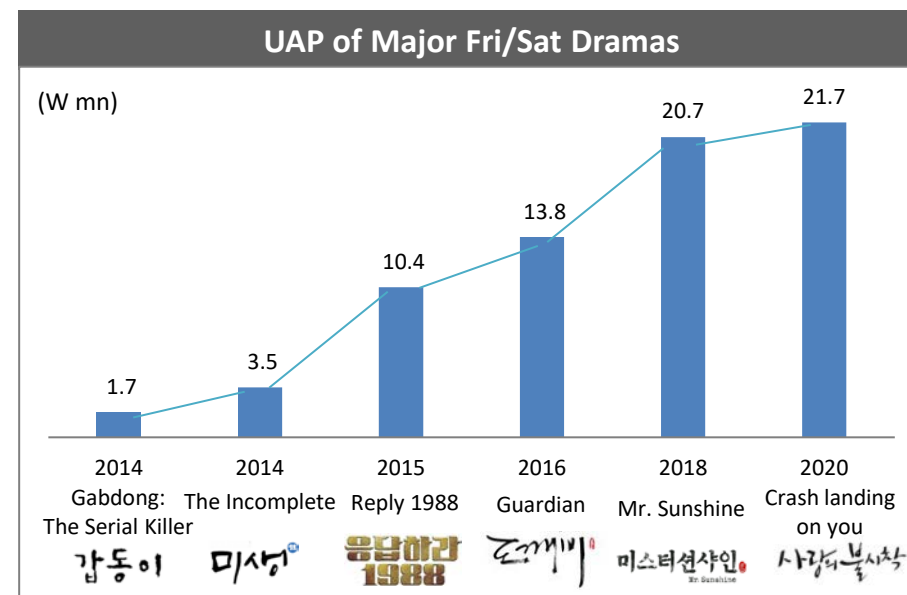
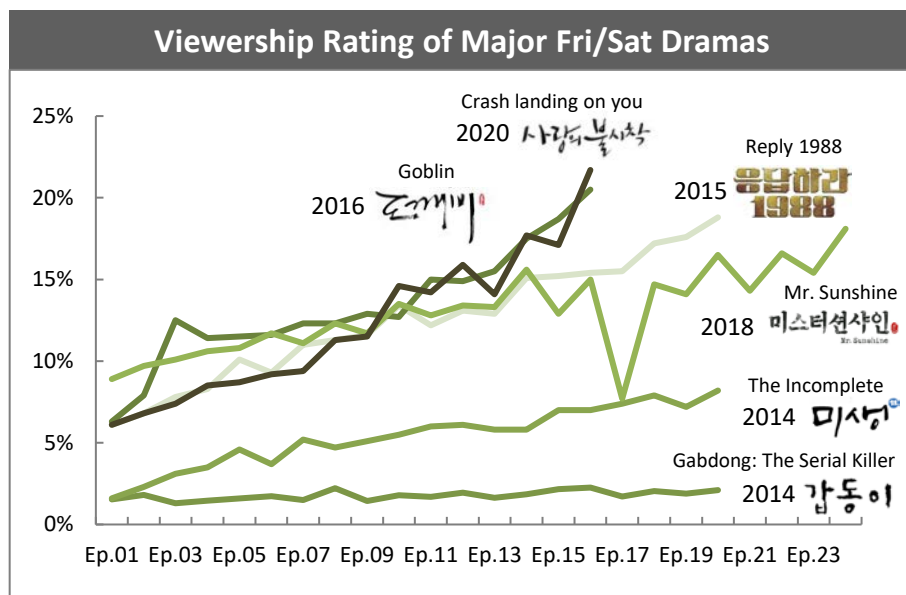
KPJ : 2003 <Dae Jang Geum>, <大长今>
: 2011 <Deep Rooted Tree>, <树大根深>

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

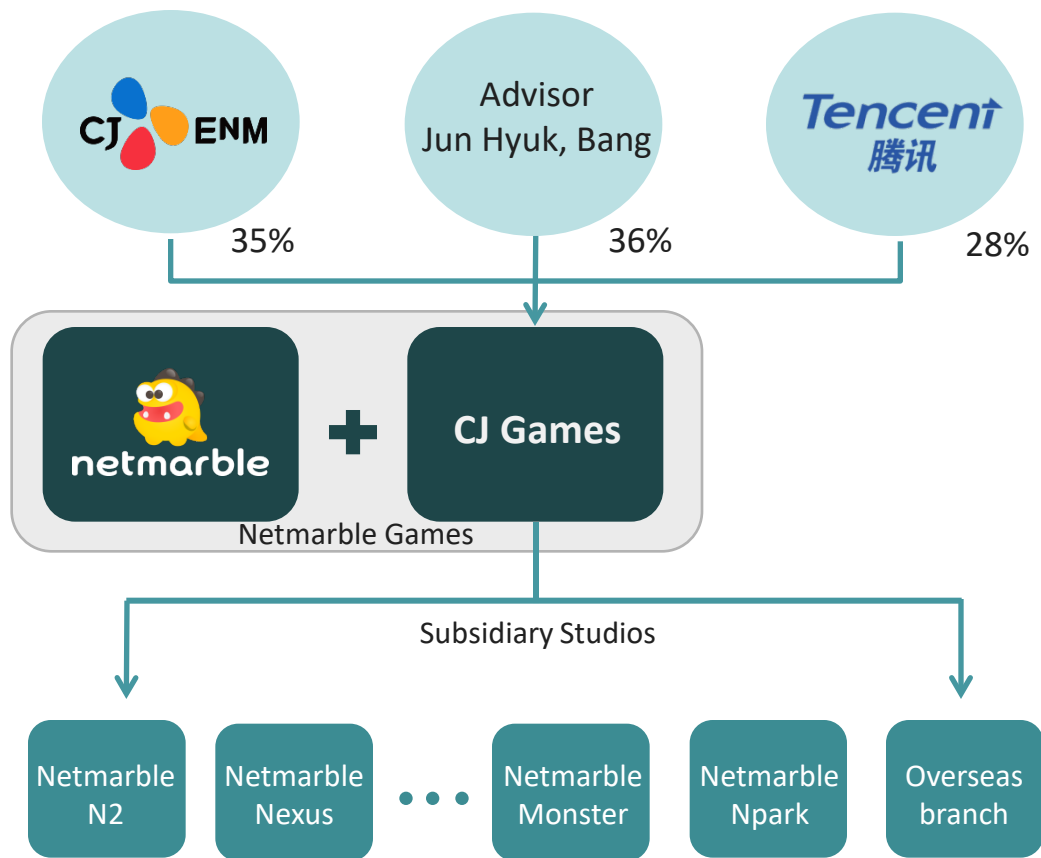


Source: Nielson Korea, CJ ENM

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 4Q25

Channel · Platform

[Drama]

- ✦ <Pro Bono> : Sat/Sun, tvN
- ✦ <Nice to Not Meet You> : Mon/Tue, tvN
- ✦ <Typhoon Family> : Sat/Sun, tvN
- ✦ <Dear X> : Thu, TVING
- ✦ <VILLANS> : TBD, TVING

[Variety Show]

- ✦ <I AM BOXER> : Fri, tvN
- ✦ <Sixth Sense: City Tour 2> : Thu, tvN
- ✦ <GBRB: Joy Pops Laugh Pops> : Fri, tvN
- ✦ <House on Wheels Across the Sea> : Sun, tvN
- ✦ <EXchange 4> : Wed, TVING
- ✦ <Planet C: HOME RACE> : Sat, Mnet Plus
- ✦ <Unpretty Rapstar: HIP POP Princess> : Thu, Mnet

Film · Musical

- ✦ <Bugonia> (Premieres on 11/5) : Directed by Yorgos Lanthimos
- ✦ <Beetlejuice> (Premieres on 12/16) : LG Art Center Seoul

FIFTH SEASON

[Drama]

- ✦ <American Classic>
Directed by Michael Hoffman, Starring Kevin Kline, Jon Tenney

[Film]

- ✦ <Anniversary>
Directed by Jan Komasa, Starring Diane Lane, Kyle Chandler

Music

[Albums · Records]

- ✦ <JO1>, <INI>, tvN drama OST, Mnet OST

[Concert · Convention]

- ✦ <ZB1>, <JO1>, <ME:I>, <izna>, <Dynamic Duo>
- ✦ <2025 MAMA AWARDS>