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### Disclaimer<sub>(1)</sub>



Statements made in this presentation that relate to CCU's future performance or financial results are forward-looking statements, which involve uncertainties that could cause actual performance or results to materially differ. We undertake no obligation to update any of these statements. Listeners are cautioned not to place undue reliance on these forward-looking statements. These statements should be taken in conjunction with the additional information about risk and uncertainties set forth in CCU's annual report filed with the Chilean Superintendencia de Valores y Seguros (SVS) and in CCU's 20-F filed with the US Securities and Exchange Commission (SEC).



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### 1. CCU Overview



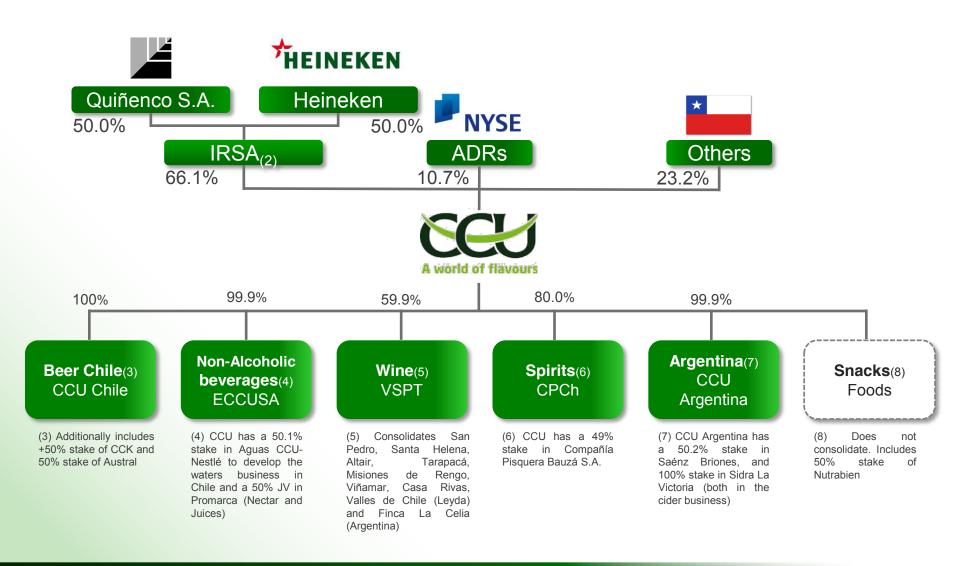
CCU is a diversified beverage company operating principally in Chile and Argentina:





# 1. CCU Overview Ownership Structure (1)





# 1. CCU Overview Contribution by segment



	% Volumes	% Revenues	% Normalized EBITDA
Beer Chile	29%	32%	49%
Non-Alcoholics	38%	26%	20%
Beer Argentina <sub>(1)</sub>	24%	20%	14%
Wine	7%	14%	7%
Spirits	1%	5%	4%
Others <sub>(2)</sub>	1%	2%	6%
Total	100%	100%	100%



### 1. CCU Overview

### Well positioned in a growing market



Industry growth (liters per capita)(1)

	2002	2011	CAGR 02-11
TOTAL CHILE	159	222	3.8%
Beer Chile	25	39	4.9%
Non-Alcoholics	114	165	4.2%
Carbonated Soft Drinks	97	120	2.3%
Other Non-Alcoholics	17	46	12.1%
Domestic Wine	17	13	-3.0%
Spirits	3	4	4.3%
BEER ARGENTINA	33	44	3.4%
POPULATION GROWTH	I		1.0%
INDUSTRY			4.7%

#### CCU's weighted market share growth

	2002	2011	Δ 02-11
TOTAL CHILE	35.3%	38.0%	2.7
Beer Chile <sub>(1)</sub>	88.7%	80.2%	-8.5
$Non-Alcoholics_{(2)}$	26.4%	28.8%	2.5
Carbonated Soft Drinks	23.2%	24.8%	1.6
Other Non-Alcoholics	46.4%	45.1%	-1.3
Domestic Wine <sub>(2)</sub>	17.3%	24.6%	7.3
Spirits <sub>(1)</sub>	-	38.1%	38.1
BEER ARGENTINA	12.9%	22.9%	10.0
WINE EXPORTS <sub>(3)</sub>	17.5%	12.1%	-5.4
TOTAL CCU(4)	27.5%	31.3%	3.8





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# 2. CCU's Recent Performance Volume growth trend 2009-2012



Volume growth(%) <sub>(1)</sub>	2009	Q1'10	Q2'10	Q3'10	Q4'10	2010	Q1'11	Q2'11	Q3'11	Q4'11	2011	Q1'12	Q2'12	Q3'12
Beer Chile	-1.9	-7.7(2)	10.3	6.8	1.6	1.5	9.6	-2.9	0.0	8.4	4.6	5.6	5.8	2.2
CCU Argentina (3)	7.7	5.3	3.2	7.9	6.5	5.8	6.9	6.5	4.0	2.8	4.9	-1.9	-10.3	3.2
Non-Alcoholics	3.8	9.8	9.9	13.2	7.4	9.8	3.7	4.9	7.2	8.2	6.1	18.6	18.0	11.1
Wines (4)	20.1	27.6	24.8	-0.7	-6.0	9.3	-1.7	-6.5	1.0	10.9	0.6	5.8	10.1	3.8
Spirits	-5.5	1.9	10.7	7.4	5.9	6.7	6.6	-2.5	5.5	19.4	7.5	25.4	19.9	11.7
TOTAL	3.7	3.5	9.7	8.7	4.5	6.2	6.1	2.4	5.3	10.0	6.4	8.8	7.3	6.3



# 2. CCU's Recent Performance CCU S.A. Latest Results



CLP Billions	2011	2010	Δ%	S1'12	S1'11	Δ%	Q3'12	Q3'11	Δ%
Volumes (Th HL)	18,397	17,298	6.4%	9,329	8,623	8.2%	4,290	4,037	6.3%
Net Sales	969.6	838.3	15.7%	499.5	433.7	15.2%	244.0	220.0	10.9%
Gross Profit	519.0	454.4	14.2%	262.5	229.8	14.2%	127.7	112.6	13.4%
Gross margin (%)	53.5%	54.2%		52.6%	53.0%		52.3%	51.2%	
Normalized EBIT (1)	177.9	155.3	14.6%	76.0	73.4	3.5%	33.5	32.5	2.9%
Normalized EBIT margin (%)	18.3%	18.5%		15.2%	16.9%		13.7%	14.8%	
Normalized Net Income	119.0	107.9	10.3%	51.5	47.7	8.2%	17.4	22.1	-21.3%
Normalized EBITDA	225.6	200.5	12.6%	102.4	96.9	5.6%	47.3	44.5	6.3%
YoY growth (%)	12.6%	10.4%		5.6%			6.3%		
Normalized EBITDA mg (%)	23.3%	23.9%		20.5%	22.3%		19.4%	20.2%	
EBIT	190.8	162.0	17.7%	76.0	86.1	-11.7%	33.5	32.7	2.3%
EBIT margin (%)	19.7%	19.3%		15.2%	19.8%		13.7%	14.9%	
Net Income	122.8	110.7	10.9%	51.5	55.7	-7.5%	17.4	22.0	-21.1%
EBITDA	238.5	207.3	15.1%	102.4	109.6	-6.6%	47.3	44.6	5.9%
EBITDA margin (%)	24.6%	24.7%		20.5%	25.3%		19.4%	20.3%	
NFD/EBITDA (2)	0.29	0.39		0.57			0.66		



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### 3. Historical sources of growth



#### CCU has been growing consistently over the last 20 years

EBITDA CLP Billion	ıs 1990 <sub>(1)</sub>	2011(2)	CAGR
Beer Chile	17.5	110.2	9.1%
Other segments	2.2	115.4	20.7%
CCU	19.8	225.6	12.3%(3)

= 50% Organic growth = 50% Non-organic growth

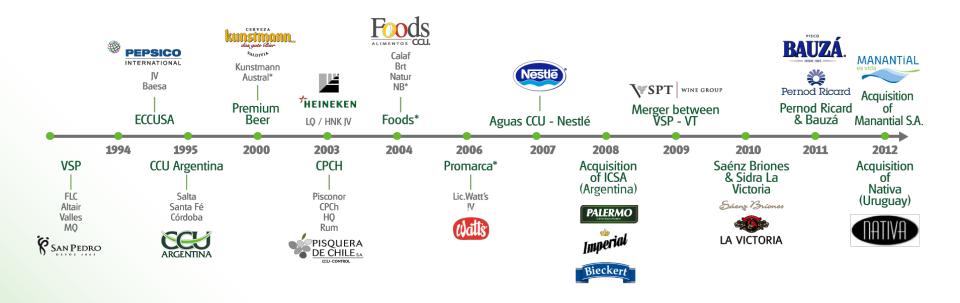
#### CCU has become a multicategory company

Norm. EBITDA Mix	1990	2011 <sub>(4)</sub>
Beer Chile	89%	49%
Other segments	11%	51%
CCU	100%	100%



# 3. Historical sources of growth Historical non-organic sources of growth





\* Currently does not consolidate

## 3. Historical sources of growth Main indicators 2002-2011



Since the prior crisis, figures in the pilars Profitability, Growth and Sustainability show a constant improvement

CLP Billions	CHGAAP <sub>(2)</sub>				IFRS <sub>(3)</sub>				CAGR		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	02-11
Profitability											
Unit Margin (Th CLP/HL) <sub>(1)</sub>	17.2	17.5	19.3	21.2	21.7	23.4	26.0	25.3	26.3	28.2	5.7%
ЕВП <sub>(4)</sub>	37.6	45.9	58.7	66.5	79.7	101.4	124.0	137.4	155.3	177.9	18.8%
EBITDA <sub>(5)</sub>	80.3	86.4	98.6	107.6	121.8	146.8	163.9	181.5	200.5	225.6	12.2%
EBITDA MARGIN (6)	23.2%	22.5%	23.4%	21.9%	22.3%	23.4%	23.1%	23.4%	23.9%	23.3%	
ROCE <sub>(7)</sub>	8.6%	11.4%	15.0%	15.8%	18.2%	20.4%	19.9%	20.2%	23.0%	24.5%	
Growth											
Revenues	345.9	384.1	420.6	492	545.8	628.3	710.2	776.5	838.3	969.6	12.1%
Volume (millons of HL)	10.1	10.9	11.4	12.3	13.4	14.2	15.7	16.3	17.3	18.4	6.9%
Market Share <sub>(8)</sub>	27.5%	27.9%	27.8%	27.6%	28.4%	29.6%	30.1%	31.4%	31.3%	31.3%	
SAM domestic <sub>(9)</sub>	-	-	17.7	25.5	32.2	44.0	63.3	82.6	91.9	117.8	31.1%
Sustainability											
First Preference <sub>(10)</sub>	26.8%	30.0%	29.6%	32.1%	31.5%	29.3%	30.0%	30.8%	30.9%	31.1%	
Organizational environment <sub>(11)</sub>	67%	69%	72%	70%	72%	72%	73%	77%	77%	76%	

Source: CCU and Adimark

<sup>(1)</sup> Unit Margin as Gross Profit/Volume

<sup>(2)</sup> Under Chilean GAAP. Figures in CLP Billions as of December of each year. Inflation at CAGR 3.3%

<sup>(3)</sup> IFRS, figures in nominal CLP Billions, before Exceptional items (EI)

<sup>(4)</sup> EBIT after EI is 162.0 and 190.8 for 2010 and 2011 respectively, and CAGR 02-11 is 19.8%(10) Quarterly consumer poll, which measures brand value through asking for consumer's

<sup>(5)</sup> EBITDA after EI is 207.3 and 238.5 for 2010 and 2011 respectively and CAGR 02-11 is

<sup>(6)</sup> EBITDA margin after EI is 24.7% and 24.6% for 2010 and 2011 respectively

<sup>(7)</sup> ROCE: Return on capital employed. ROCE after EI is 24.0% and 26.3% for 2010 and 2011 respectively. Lowest ROCE is in the wine business: 6.7% for 2011

<sup>(8)</sup> Weighted market share of all businesses in which CCU participates

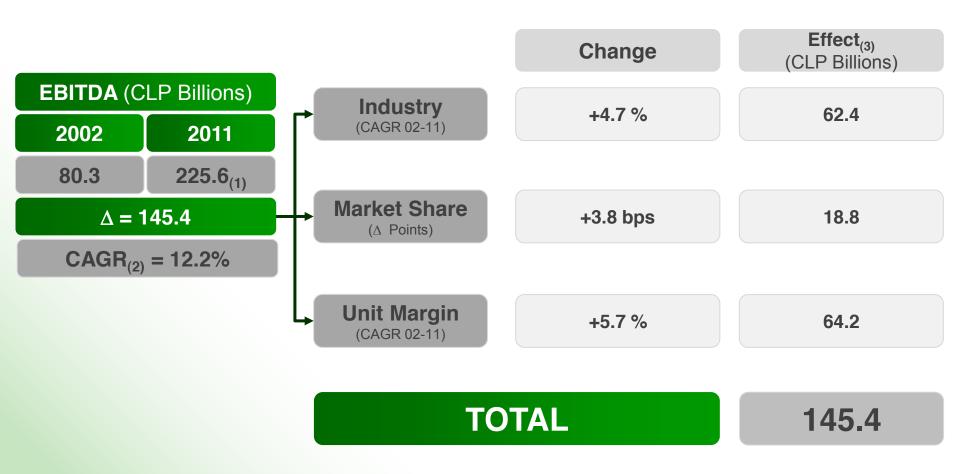
<sup>(9)</sup> Direct profit in CLP Billions contributed by products considered in the high margin segment (Segmento de Alto Margen or SAM)

<sup>6(10)</sup> Quarterly consumer poll, which measures brand value through asking for consumer's preferred brand in each product segment

<sup>(11)</sup> Internal poll done to CCU employees, that measures the level of employee's satisfaction at the job

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# 4. Targeted sources of growth Organic and Non-organic sources of growth



	1990	2000	2010	2020E
EBITDA (MCLP)	19,753	77,220	200,495	-
FX (year avg.)	305	539	519	1
MUSD	65	143	386	

x 2.2

x 2.7

X times

+

NON-ORGANIC GROWTH

≈ 46%

**ORGANIC GROWTH** 

≈ 54%

# 4. Targeted sources of growth Organic and Non-organic\* sources of growth



#### **ORGANIC GROWTH**

### NON-ORGANIC GROWTH

≈ 54%

**≈** 46%

- a. Chilean beverage industry
  - i. Per capita consumption increase
  - ii. Well positioned in growing markets
  - iii. Higher SAM(1)
- b. Beer industry in Argentina
  - i. Per capita consumption increase
  - ii. Profitability increase
- c. Improve the ROCE in the wine business

- a. Multicategory business in Argentina
- b. Ready to eat (RTE) in Chile
- c. Dairy products in Chile
- d. Surrounding markets
- e. Ready to mix (RTM) in Chile



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### 5. Summary



- Over the last 20 years:
  - ▶ In terms of EBITDA, CCU has been growing at a CAGR of 12.3%
  - CCU has reached a balanced growth between organic and non-organic sources
- ▶ EBITDA has been growing at a CAGR of 12.2% in the 2002–2011 period; mainly due to Industry Growth, Higher Market Share and Better Unit Margin
- ► CCU has a strong financial position with a low NFD/EBITDA (0.29) and a ROCE of 24.5% in 2011
- ► The company identifies many opportunities to continue expanding by pursuing our targeted sources of organic and non-organic growth



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