



3ª Cumbre Latinoamericana Ampliando Fronteras
November 14th – 15th, 2012
Santiago, Chile

CORPBANCA 

Disclaimer⁽¹⁾



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:

Key Indicators as of Dec 31st 2011⁽¹⁾

+	Hectoliters	18.4 M
+	Net Sales	1,867 M USD
+	EBITDA ⁽²⁾	459 M USD
+	FTE's	5,758

Market Cap LTM

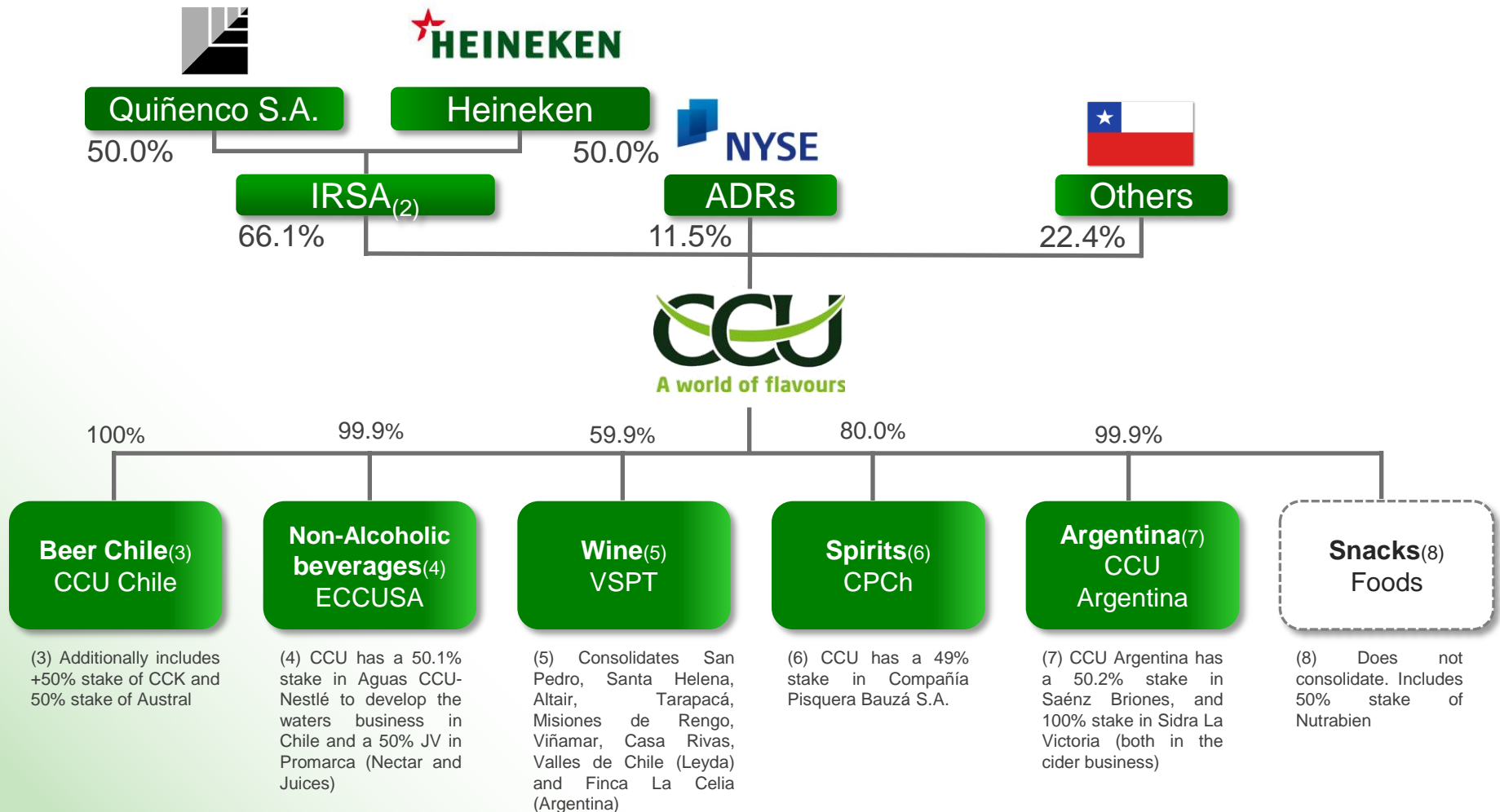
Min ⁽³⁾	Max ⁽⁴⁾
3,083 MUSD	5,159 MUSD



(1) Exchange Rate: CLP 519,20/USD; (2) Before Exceptional Items; (3) Minimum Market Cap at October 5th, 2011. EV / EBITDA = 7.4x; (4) Maximum Market Cap at April 2nd, 2012. EV / EBITDA = 12.1x

1. CCU Overview

Ownership Structure (1)



(1) As of September 30, 2012. Number of shares: 318,502,872

(2) IRSA owns directly 61.7% of CCU's equity and 4.4% through a 99.9% owned vehicle

1. CCU Overview

Contribution by segment



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



(1) Beer Argentina includes Energy Drinks Revenues; (2) Others include Strategic Service Units (Transportes CCU Limitada, Comercial CCU SA and Fabrica de Envases Plásticos SA), Corporate Support Units located in the Parent Company, Cider and Spirits business in Argentina and the elimination of transactions between segments.

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 INDUSTRY			4.7%

CCU's weighted market share growth

	2002	2011	Δ+ 02-11
TOTAL CHILE	35.3%	38.0%	2.7
Beer Chile ⁽¹⁾	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 ⁽²⁾	17.3%	24.6%	7.3
Spirits ⁽¹⁾	-	38.1%	38.1
BEER ARGENTINA	12.9%	22.9%	10.0
WINE EXPORTS⁽³⁾	17.5%	12.1%	-5.4
TOTAL CCU⁽⁴⁾	27.5%	31.3%	3.8



(1) CCU final figures for 2011; (2) AC Nielsen; (3) "Asociación de viñas de Chile, AG" for Chilean export (excludes bulk wine and exports from Argentina); (4) Weighted average market share of all businesses in which CCU participates

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2. CCU's Recent Performance

Volume growth trend 2009-2012



Volume growth(%)(1)	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



(1) Compares quarter's volumes with same quarter's in prior year; (2) Supply constraints due to Feb 27, 2010 earthquake; (3) CCU Argentina includes beer and others (cider since 2011, spirits, and domestic wine from Tamarí sales); (4) Wine includes Chile (domestic and export) and Argentina (export and domestic, except sales from Tamarí)

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		

(1) "Normalized" refers to performance measures before Exceptional items. During 2011 CCU recorded as EI the settlement of the insurance claims for the earthquake (CLP M 12,603) and the severance paid related to the cider business in Argentina (CLP M 384). In 2010, the sale of a site in Lima generated a one-time profit of CLP M 6,791; (2) NFD: Net Financial Debt

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3. Historical sources of growth



CCU has been growing consistently over the last 20 years

EBITDA CLP Billions	1990 ⁽¹⁾	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 multcategory company

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

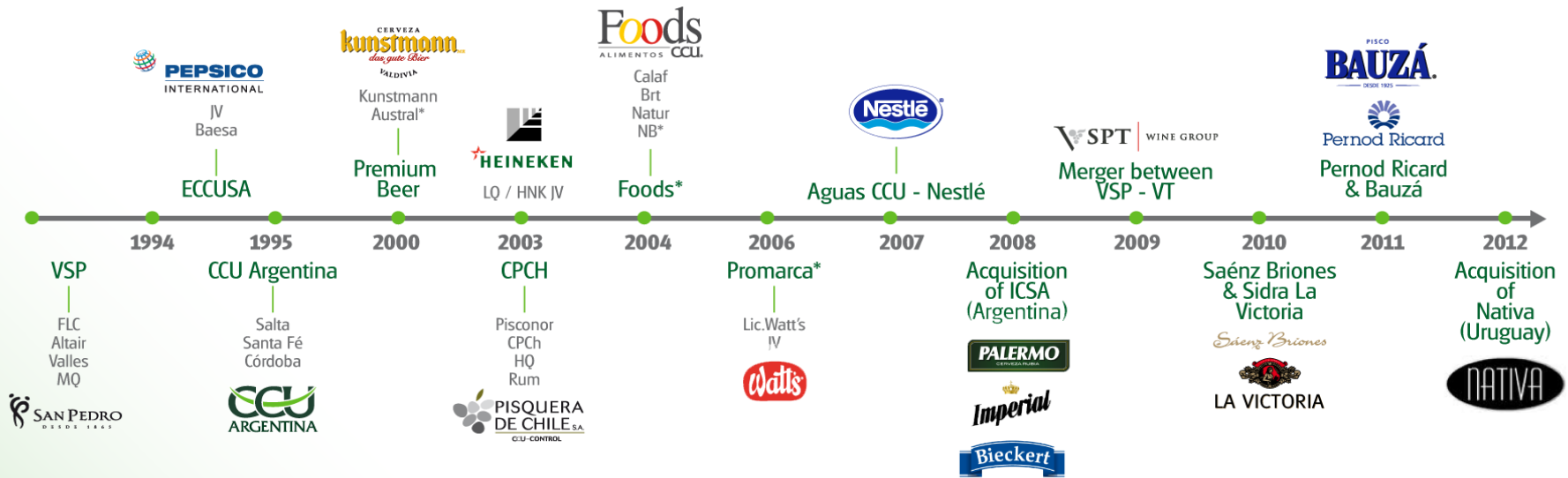


Diversification

(1) Under CHGAAP, figures in nominal CLP Billions of December 1990; (2) Under IFRS, figures in nominal CLP Billions. After Exceptional items, EBITDA is CLP 238.5 Billions and CAGR is 12.6%; (3) Compound annual inflation rate in the period: 5,7%; (4) After Exceptional items is 48% / 52%

3. Historical sources of growth

Historical non-organic sources of growth



* Currently does not consolidate

3. Historical sources of growth

Main indicators 2000-2011



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

CLP Billions	CHGAAP ⁽²⁾						IFRS ⁽³⁾				CAGR 02-11
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	
Profitability											
Unit Margin (Th CLP/HL) ⁽¹⁾	17.2	17.5	19.3	21.2	21.7	23.4	26.0	25.3	26.3	28.2	5.7%
EBIT ⁽⁴⁾	37.6	45.9	58.7	66.5	79.7	101.4	124.0	137.4	155.3	177.9	18.8%
EBITDA ⁽⁵⁾	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 ⁽⁷⁾	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 (millions 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 ⁽⁸⁾	27.5%	27.9%	27.8%	27.6%	28.4%	29.6%	30.1%	31.4%	31.3%	31.3%	
SAM domestic ⁽⁹⁾	-	-	17.7	25.5	32.2	44.0	63.3	82.6	91.9	117.8	31.1%
Sustainability											
First Preference ⁽¹⁰⁾	26.8%	30.0%	29.6%	32.1%	31.5%	29.3%	30.0%	30.8%	30.9%	31.1%	
Organizational environment ⁽¹¹⁾	67%	69%	72%	70%	72%	72%	73%	77%	77%	76%	

Source: CCU and Adimark

(1) Unit Margin as Gross Profit/Volume

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

(3) IFRS, figures in nominal CLP Billions, before Exceptional items (EI)

(4) EBIT after EI is 162.0 and 190.8 for 2010 and 2011 respectively, and CAGR 02-11 is 19.8%

(5) EBITDA after EI is 207.3 and 238.5 for 2010 and 2011 respectively and CAGR 02-11 is 12.9%

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

(7) 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

(8) Weighted market share of all businesses in which CCU participates

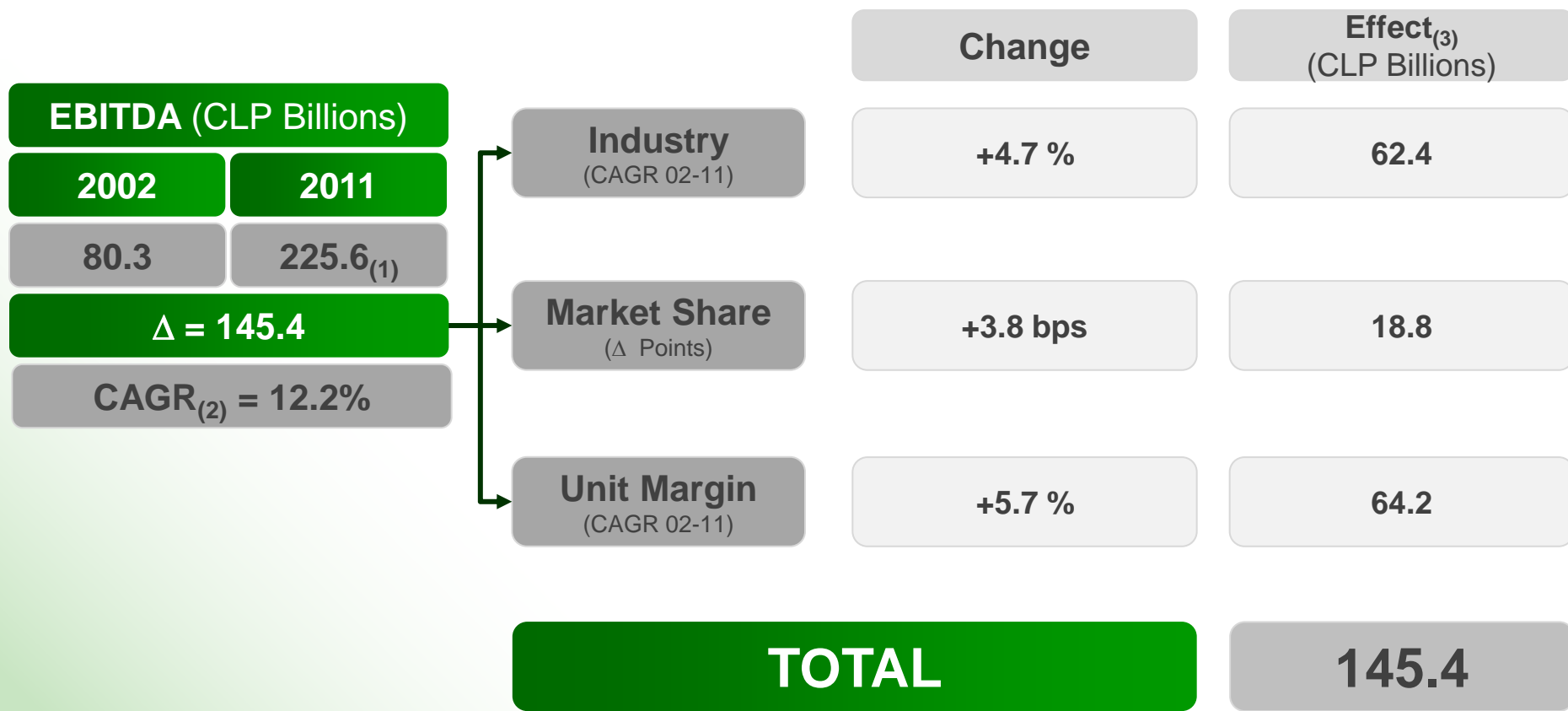
(9) Direct profit in CLP Billions contributed by products considered in the high margin segment (Segmento de Alto Margen or SAM)

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

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

3. Historical sources of growth

Main indicators 2002-2011



(1) EBITDA 2011 before Exceptional Items; (2) Real Real CAGR for EBITDA 8.9% and for Unit Margin 2.4%

(2) Effect considers (Gross Profit – MSD&A). Combined effects are assigned proportionally

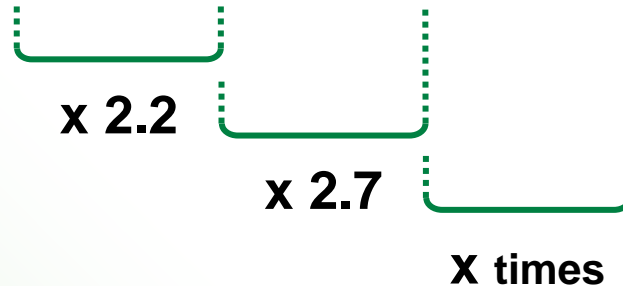
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4. Targeted sources of growth

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	-
MUSD	65	143	386	-



ORGANIC GROWTH

≈ 54%

+

NON-ORGANIC GROWTH

≈ 46%

4. Targeted sources of growth

Organic and Non-organic* sources of growth



ORGANIC GROWTH

≈ 54%

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

NON-ORGANIC GROWTH

≈ 46%

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

* To be evaluated on a case by case basis

(1) SAM = Segmento de Alto Margen. Is the direct profit contributed by products considered in the high margin segment

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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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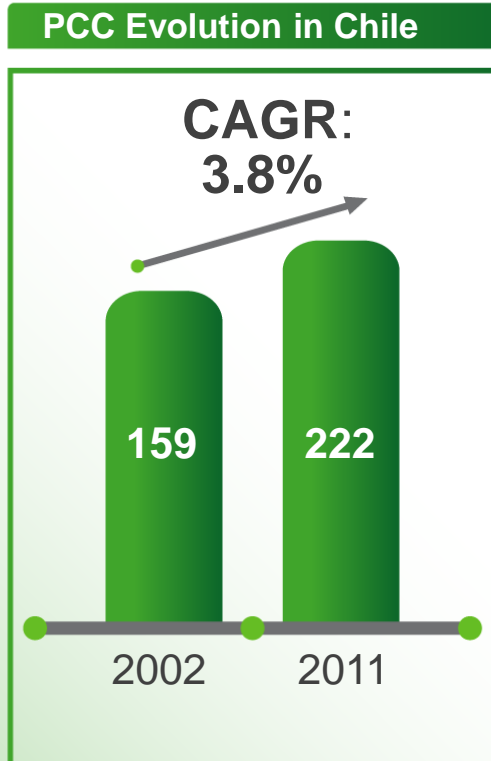
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Organic growth

a. Chilean beverage industry



i. Per capita consumption increase⁽¹⁾



	 Chile	 Argentina	 Spain	 USA	 Australia
Liters per capita					
Beer	39	44	75	73	82
Soft drinks	120	117	78	152	105
Nectars and juices	22	5	31	50	36
Nectars	18	4	13	3	9
Others	4	1	18	47	27
Water	22	91	115	89	28
Functional products	2	2	10	43	18
Sport beverages	0.9	1.3	5.2	14.8	5.0
Energy drinks	0.5	0.9	1.3	5.7	5.5
Tea	0.3	0.0	3.1	21.5	2.1
Coffee	0.0	0.0	0.0	0.9	5.3
Wine	13	25	20	9	22
Spirits	4	3	6	6	17
TOTAL⁽²⁾	222	288	334	423	307

(1) Source: CCU 2011 estimates for Chile and Argentina; Canadean estimated 2011 for other countries' PCC. Excludes bottled milk. Income per capita (PPP): 1.0 times Argentina/Chile, 2.3 times Spain/Chile, 3.2 times USA/Chile and 2.7 times Australia/Chile. Income per capita (PPP) source: World Bank, 2009

(2) Figures have been rounded and may not sum exactly the totals shown

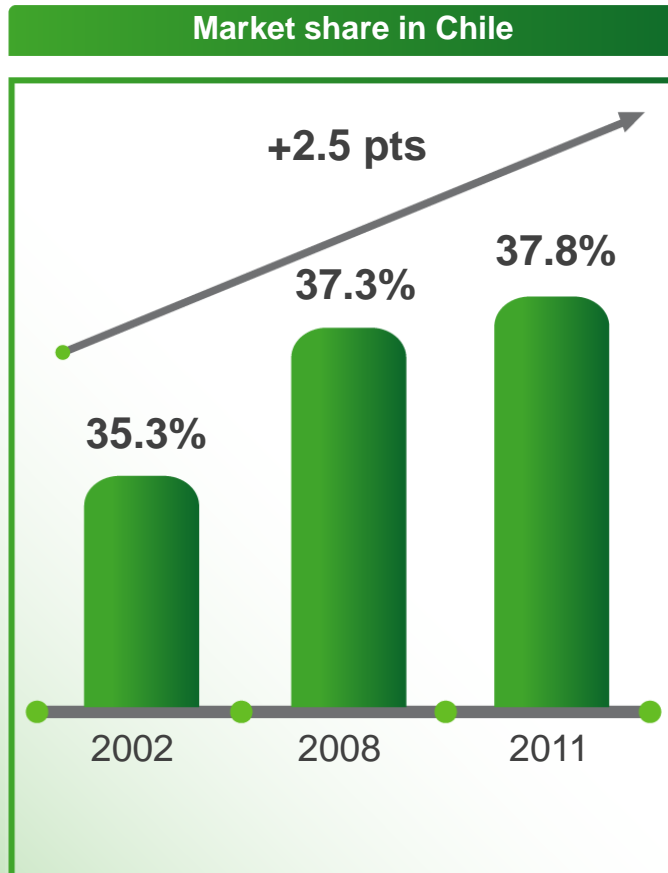
Organic growth

a. Chilean beverage industry



ii. Well positioned in growing markets

CCU is stronger in categories with higher potential, which have been growing at a faster pace



Liters per capita	Chile	CAGR 02-11	CCU's MS
Beer	39	4.9%	80.2%
Soft drinks	120	2.3%	24.8%
Nectars and juices⁽¹⁾	22	10.8%	38.5%
Nectars	18	11.8%	
Others	4	7.3%	
Water	22	11.3%	50.6%
Mineral Water	10	1.8%	58.2%
Purified Water	3		20.7%
Flavoured Water	4		56.6%
HOD	5		
Functional products	2	53.1%	46.1%
Sport beverages	0.9	42.8%	64.5%
Energy drinks	0.5		11.4%
Tea	0.3		41.5%
Wine	13	-2.5%	24.6%
Spirits	4	4.8%	37.1%
Pisco	2.1	-1.0%	48.9%
Rum	1.4	28.1%	16.9%
Other spirits	0.6	11.5%	
TOTAL	222	3.8%	37.8%

(1) Includes all nectars and juices market. CCU has 55.5% market share in the bottled nectar category
PCC Sources: CCU 2011 estimates. MS Sources: CCU 2011 estimates for beer and spirits, and ACNielsen for all other

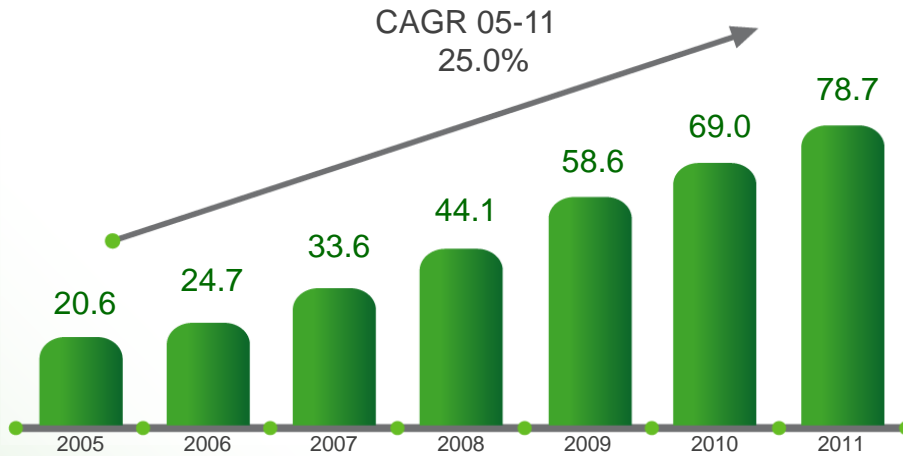
Organic growth

a. Chilean beverage industry



iii. Higher SAM

SAM (direct profit*) CLP Billions



* Figures in CLP Billion of each year

► SAM Chile = Segmento de Alto Margen
Is the direct profit contributed by products considered in the high margin segment

Innovation process

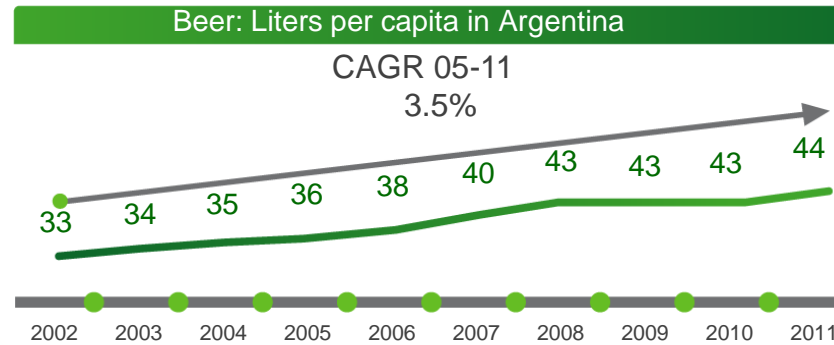


Organic growth

b. Beer industry in Argentina



i. Per capita consumption increase



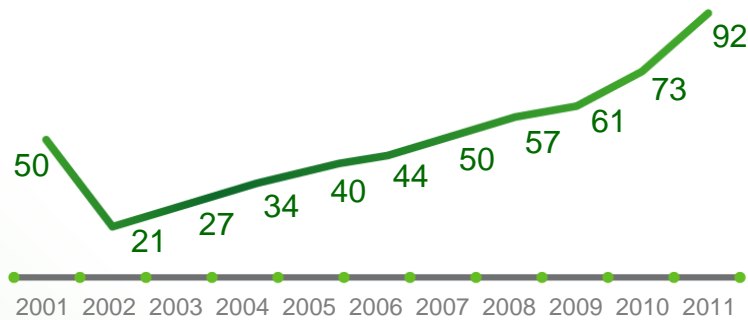
Organic growth

b. Beer industry in Argentina



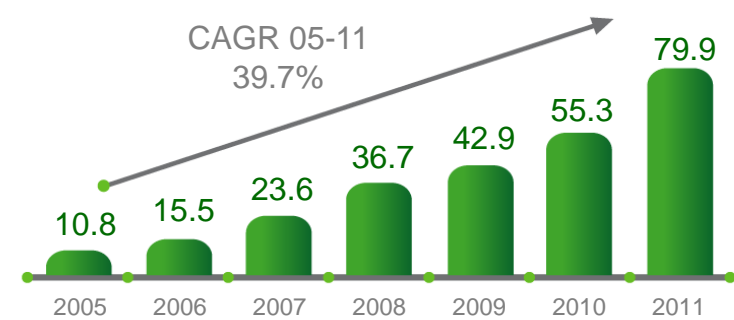
ii. Profitability increase

Beer price in Argentina (US\$/HL)⁽¹⁾



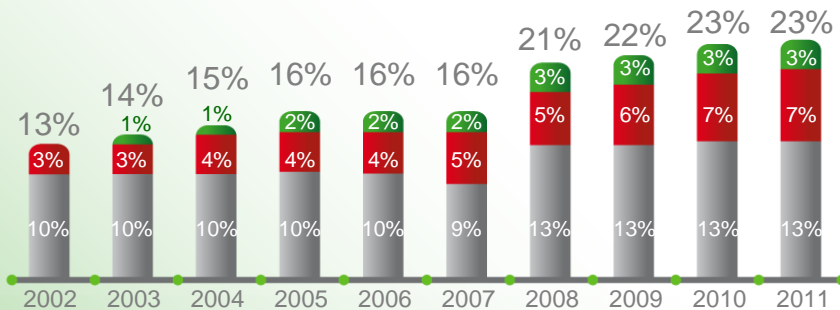
Source: CCU (1) Figures in nominal USD. 2001-2007 under CHGAAP; 2008-2011 under IFRS

SAM Argentina (Direct profit) * USD millions



* Figures in nominal million USD of each year. Under CHGAAP

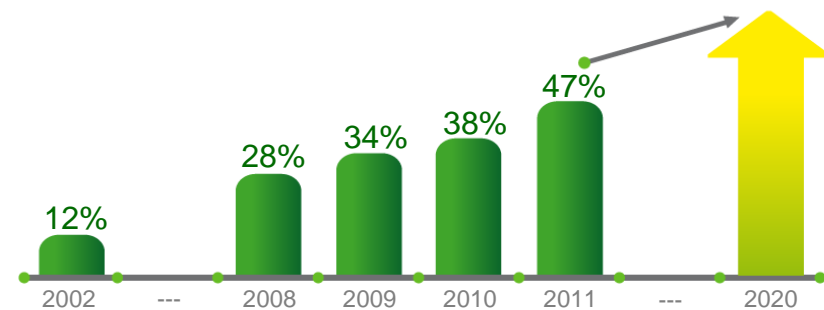
Market share



Source: Argentine Beer Industry Chamber

Other brands (grey), Budweiser (red), Heineken (green)

Higher % of direct distribution



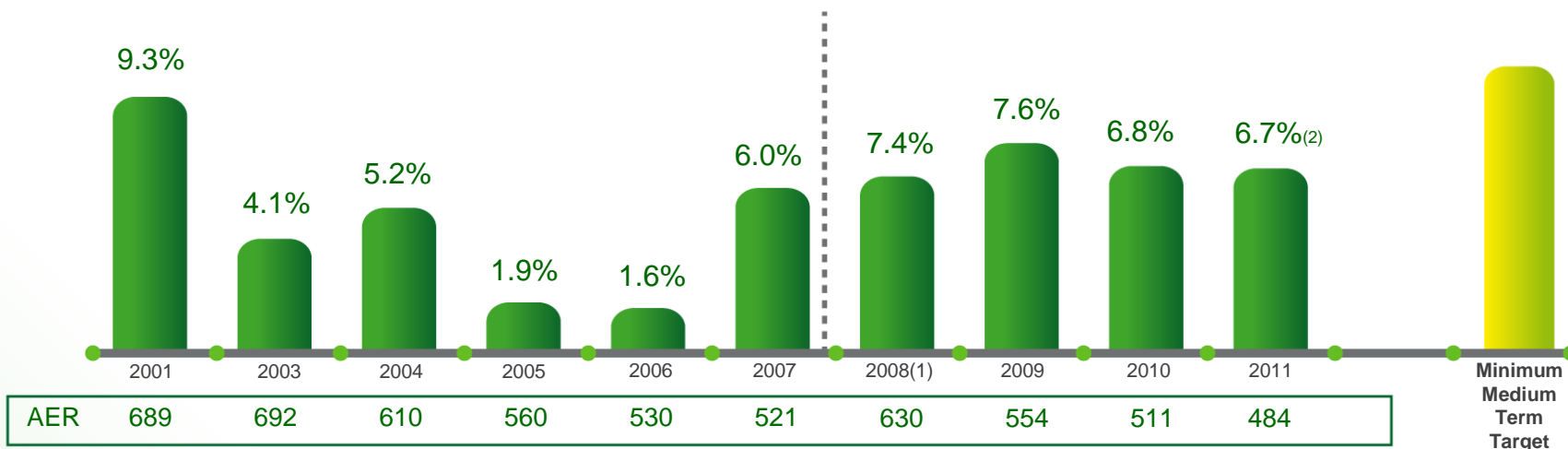
* As of December of each year

Organic growth

c. Improve the ROCE in the wine business



ROCE



► **Iniciatives to increase the ROCE from 6.7% to 11% minimum:**

- Export market
- Domestic market
- Argentina



Source: CCU. AER: Wine exports sales average exchange rate; (1) Capital Employed does not consider goodwill of 2008 VT M&A; If included ROCE is 5.9%, 6.0%, 5.3% and 5.1% for 2008, 2009, 2010 and 2011 respectively; (2) ROCE for 2011 does not include Exceptional items. If included ROCE is 10.9%, and considering goodwill 8.3%

Non-organic growth*

a. Multicategory business in Argentina



► Replicate CCU's business model in Argentina

					
Liters per capita ⁽¹⁾	Chile	Argentina	Spain	USA	Australia
Beer	39	44	75	73	82
Soft drinks	120	117	78	152	105
Nectars and juices	22	5	31	50	36
Water	22	91	115	89	28
Functional products	2	2	10	43	18
Wine	13	25	20	9	22
Spirits	4	3	6	6	17
Cider	0	2	2	0	1
Milk ⁽²⁾	21	46	77	69	104
TOTAL⁽³⁾	243	335	413	493	412

► Higher direct sales as a tool to build the multicategory business

% of direct distribution in Argentina	2002	2008	2009	2010	2011
(as of December of each year)	12%	28%	34%	38%	47%

* To be evaluated on case by case basis

(1) Source: CCU 2011 estimates for Chile beverage and Argentina; CCU estimates based on Canadean 2011 excluding powder milk for other countries' PCC. Income per capita (PPP): 1.0 time Argentina/Chile, 2.3 times Spain/Chile, 3.2 times USA/Chile and 2.7 times Australia/Chile. Income per capita (PPP) source: World Bank, 2009

(2) Only bottled milk. CCU estimates based on Canadean 2011 for Chile and Argentina and Australia: Dairy Australia (equivalent to Odepa in Chile), Spain: UUAA (equivalent to Fedeleche in Chile), USA: USDA (US Department of Agriculture). Australia, Spain and USA adjusted for growth rate Canadean 2011 estimates

Non-organic growth*

First move towards the multicategory in Argentina



▶ Entry to the cider and spritis market in Argentina in December 2010



- ✓ Control of Sáenz Briones (50.2%) and Sidra La Victoria (71.4%)
- ✓ Price paid: US\$ 13.2 millions
- ✓ Estimated market share: 34.5%

USD Millions	Excecution date	One year after	
Cider and spirits volume (MHI)	211	+236	1.1x
Revenue	29	+45	1.5x
EBITDA	3.9	+4.9	1.3x



▶ Execute strong operational programs

- ✓ Break seasonality of the cider
- ✓ Revenue synergies with our direct distribution in Argentina
- ✓ Cost synergies and best practices

* To be evaluated on case by case basis

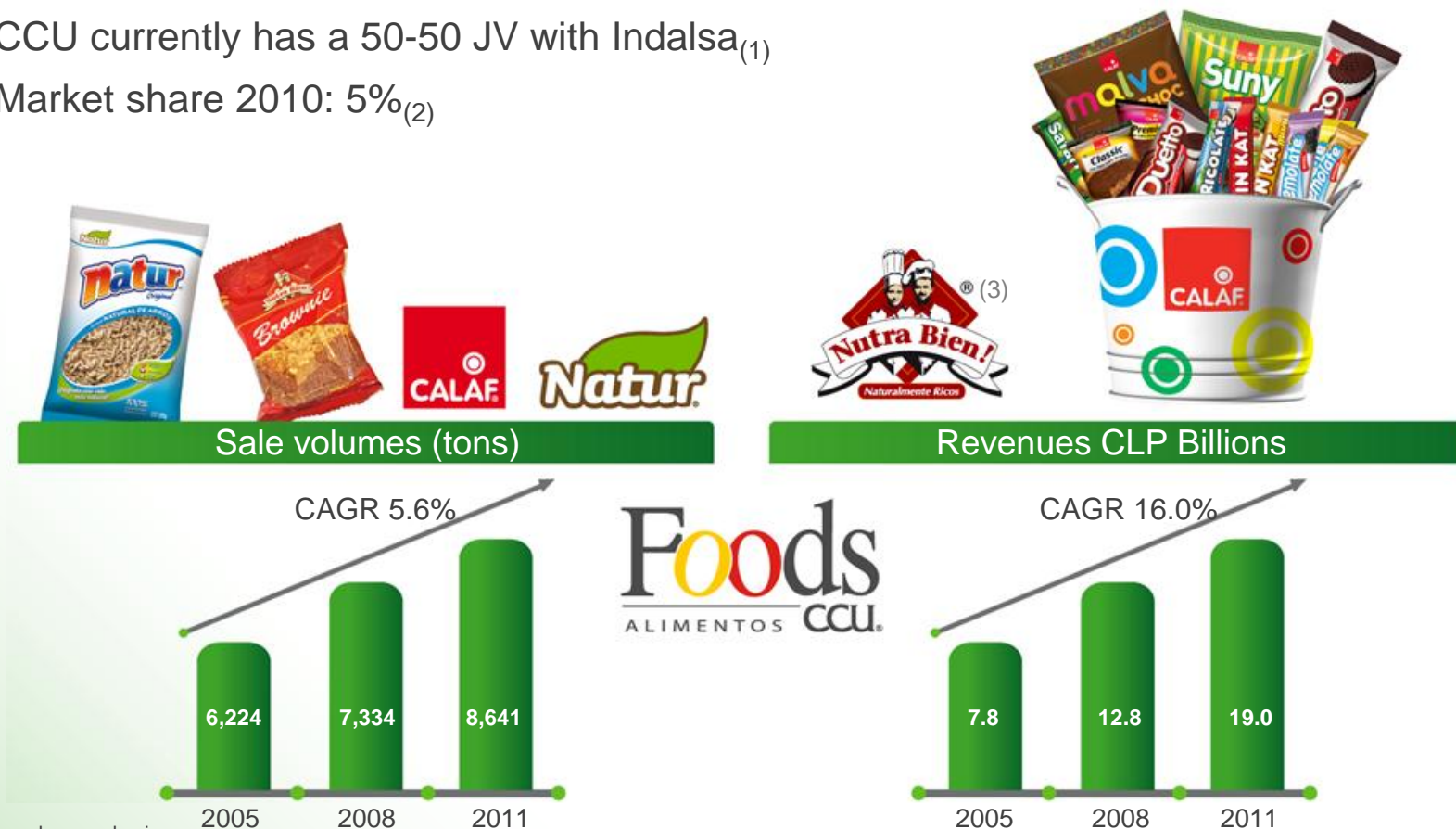
Non-organic growth*

b. Ready to eat (RTE) in Chile



► Ready to eat market in Chile (US\$ 1.4bn)

- 2020 Ready to eat market estimated in US\$ 2.0bn
- CCU currently has a 50-50 JV with Indalsa⁽¹⁾
- Market share 2010: 5%⁽²⁾



* To be evaluated on case by case basis

(1) Currently does not consolidate in CCU; (2) Source: CCU internal estimates; (3) Currently does not consolidate in Foods; option to increase Food's ownership and consolidate in the future

Non-organic growth*

c. Dairy products in Chile



► Dairy products market size US\$ 1,397 million⁽¹⁾



	PCC
RTD	2011
Beer	39
Soft drinks	120
Nectars and juices	22
Water	22
Functional products	2
Wine	13
Spirits	4
CCU	222
Milk	21
TOTAL RTD	243



* To be evaluated on case by case basis

(1) Includes cheese, liquid and powder milk, yoghurt and other milk based products; (2) Only bottled milk. CCU estimates based on Canadian 2011 for Chile and Argentina and Australia: Dairy Australia (equivalent to Odepa in Chile), Spain: UJAA (equivalent to Fedeleche in Chile), USA: USDA (US Department of Agriculture) Australia, Spain and USA adjusted for growth rate Canadian 2011 estimates






Non-organic growth*

d. Surrounding markets



▶ Beverage industry of Peru + Paraguay + Bolivia + Ecuador + Colombia



						
Liters per capita(1)	Peru	Paraguay	Uruguay	Bolivia	Ecuador	Colombia
Beer	48	41	30	40	37	42
Soft drinks	68	79	121	76	57	53
Nectars and juices	13	4	5	13	11	10
Water	17	7	57	5	32	18
Functional products	4	1	1	0	4	2
Wine	2	5	23	3	1	1
Spirits	2	13	3	13	3	3
Milk	10	48	65	27	46	70
TOTAL	163	197	304	179	191	200
Population (MM)	29.5	6.3	3.5	10.9	14.8	45.6



- ▶ 1st step – started to export Schneider from Argentina to Paraguay in 2011
- ▶ 2nd step – acquisition of Nativa mineral waters and Nix carbonated softdrinks in Uruguay



* To be evaluated on case by case basis

Non-organic growth*

e. Ready to mix (RTM) in Chile



Liters per capita ₍₁₎	2011
Powder Juices	30
Powder Milk	45
Tea	61
Coffee	46
Soup	19
TOTAL RTM	201



* To be evaluated on case by case basis



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