

Santander 13th Annual Chile Conference Santiago, Chile

#### **Disclaimer**



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

Key Indicators as of Dec 31st 2011						
Hectoliters	18.4 M					
Net Sales	1,867 M USD					
EBITDA	459 M USD					
FTE's	5,758					
Market	Cap LTM					
Min(2)	Max(3)					
3,083 MUSD	5,159 MUSD					



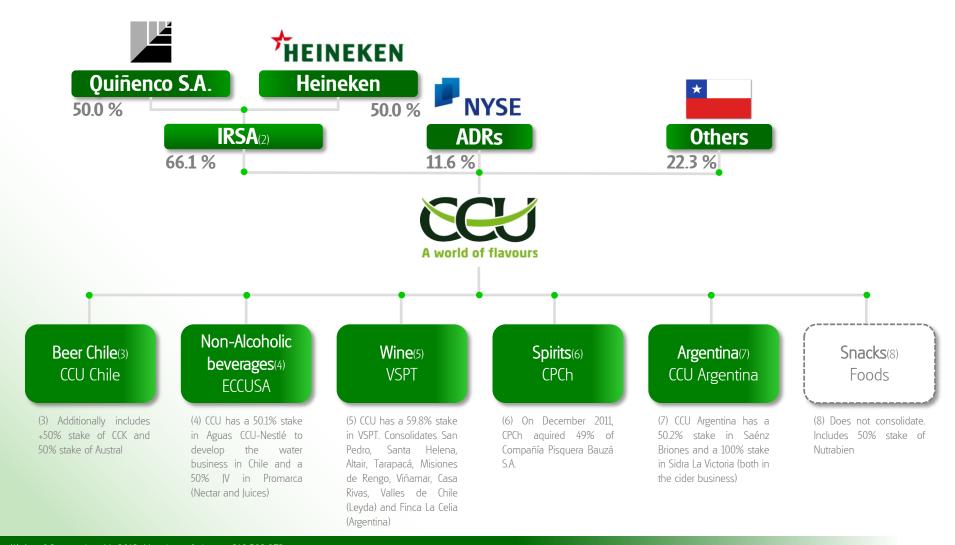
<sup>(1)</sup> Exchange Rate: CLP 519.20/USD

<sup>2)</sup> Minimum Market Cap at October  $5^{th}$ , 2011. EV/EBITDA = 7.4x

<sup>)</sup> Maximum Market Cap at April 2<sup>nd</sup>, 2012. EV/EBITDA = 12.1x



### Ownership structure(1)





### **Contribution by segment**

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





## Well positioned in a growing market

Industry growth (liters per capita)(1)

	<b>CCU's</b>	weighted	market	share	growth
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	2002	2011	CAGR 02-11	
TOTAL CHILE	159	222	3.8%	<b>TOTAL CHILE</b>
Beer Chile	25	39	4.9%	Beer Chile <sub>(1)</sub>
Non-Alcoholics	114	165	4.2%	Non-Alcoholics
Carbonated Soft Drinks	97	120	2.3%	Carbonated Soft D
Other Non-Alcoholics	17	46	12.1%	Other Non-Alcoho
<b>Domestic Wine</b>	17	13	-3.0%	<b>Domestic Wine</b>
Spirits	3	4	4.3%	Spirits <sub>(1)</sub>
<b>BEER ARGENTINA</b>	33	44	3.4%	BEER ARGENTIN
TOTAL PCC	192	266	3.7%	WINE EXPORTS
Population Growth			1.0%	TOTAL CCU(4)
<b>Industry Growth</b>			4.7%	

	2002	2011	$\Delta$ points 02-11
TOTAL CHILE	35.3%	38.0%	2.7
Beer Chile <sub>(1)</sub>	88.7%	80.2%	-8.5
Non-Alcoholics <sub>(2)</sub>	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
<b>BEER ARGENTINA</b>	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 (%) (1)	2009	Q1′10	Q2′10	Q3′10	Q4′10	2010	Q1′11	Q2′11	Q3′ <b>11</b>	Q4′11	2011	Q1′12	Q2′12
Beer Chile	-1.9	<b>-7.7</b> (2)	10.3	6.8	1.6	1.5	9.6	-2.9	0.0	8.4	4.6	5.6	5.8
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
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
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
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
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



### 2. CCU's Recent Performance



#### **CCU's Latest Results**

CLP Billions	2011	2010	Δ%	Q1′12	Q1′11	Δ%	Q2′12	Q2′11	Δ%
Volumes (Th HL)	18,397	17,298	6.4%	5,406	4,970	8.8%	3,921	3,653	7.3%
Net Sales	969.6	838.3	<b>1</b> 5. <b>7</b> %	281.5	242.3	16.2%	218.0	191.4	13.9%
Gross Profit	519.0	454.4	14.2%	155.2	134.7	15.2%	107.3	95.1	12.9%
Gross margin (%)	53.5%	54.2%		55.2%	55.6%		49.2%	49.7%	
Normalized EBIT(1)	177.9	155.3	14.6%	56.4	53.2	6.1%	19.5	20.2	-3.1%
Normalized EBIT mg (%)	18.3%	18.5%		20.1%	22.0%		9.0%	10.5%	
Normalized Net Income	119.0	107.9	10.3%	40.2	37.5	7.4%	11.3	10.2	10.9%
Normalized EBITDA	225.6	200.5	12.6%	69.3	64.7	7.0%	33.1	32.2	2.8%
YoY Growth (%)	12.6%	10.4%		7.0%	10.9%		2.8%	-16.3%	
Normalized EBITDA mg (%)	23.3%	23.9%		24.6%	32.0%		15.2%	16.8%	
EBIT	190.8	162.0	17.7%	56.4	65.9	-14.3%	19.5	20.2	-3.1%
EBIT margin (%)	19.7%	19.3%		20.1%	27.2%		9.0%	10.5%	
Net Income	122.8	110.7	10.9%	40.2	45.5	-10.6%	11.3	10.2	10.9%
EBITDA	238.5	207.3	15.1%	69.3	77.4	-10.5%	33.1	32.2	2.8%
EBITDA margin (%)	24.6%	24.7%		24.6%	32.0%		15.2%	16.8%	
NFD/EBITDA(2)	0.29	0.39		0.23			0.57		



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CCU has been growing consistently over the last 20 years

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

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

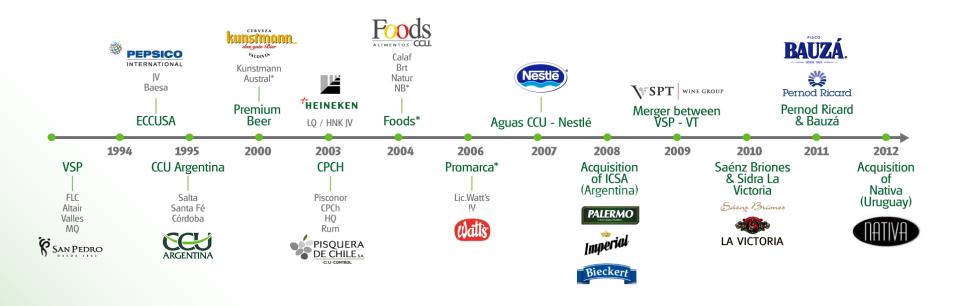
CCU has become a multicategory company

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





## Historical non-organic sources of growth





#### Main indicators 2002-2011

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

J			C	HGAAP (	2)			IFR	<b>S</b> (3)		
CLP Billions	2002	2003	2004		2006	2007	2008	2009	2010	2011	
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	
EBIT <sub>(4)</sub>	37.6	45.9	58.7	66.5	79.7	101.4	124.0	137.4	155.3	177.9	
EBITDA <sub>(5)</sub>	80.3	86.4	98.6	107.6	121.8	146.8	163.9	181.5	200.5	225.6	
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	492.0	545.8	628.3	710.2	776.5	838.3	969.6	
olume (millons of HL)	10.1	10.9	11.4	12.3	13.4	14.2	15.7	16.3	17.3	18.4	
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	
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

respectively. Lowest ROCE appears in the wine business: 6.7% for 2011

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

<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%

<sup>(5)</sup> EBITDA after El is 207.3 and 238.5 for 2010 and 2011 respectively and CAGR 02-11 is 12.9%

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

<sup>(7)</sup> ROCE: Return on capital employed. ROCE after El is 24.0% and 26.3% for 2010 and 2011

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

<sup>(2)</sup> Under Chilean GAAP. Figures in CLP Billions as of December of each year. Inflation at CAGR 3.3% (9) Direct profit in CLP Billions contributed by products considered in the high margin segment (Segmento de Alto Margen or SAM)

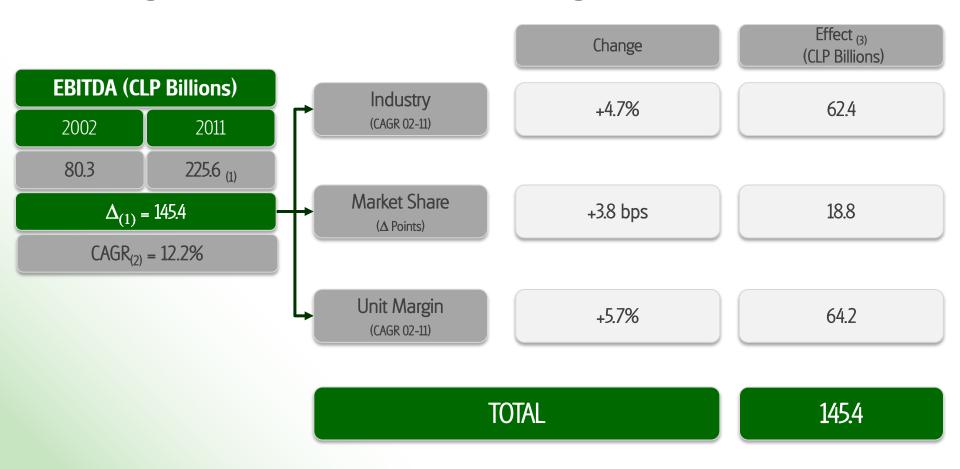
<sup>(10)</sup> Quarterly consumer poll, which measures brand value through asking for consumer's preferred brand in each product segment

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



#### Main indicators 2002-2011

EBITDA has been growing constantly for the 2002-2011 period due to Industry Growth, higher Market Share and better Unit Margin



<sup>(1)</sup> EBITDA 2011 before Exceptional Items.  $\Delta$  may not sum exactly as figure has been rounded

<sup>(2)</sup> Real CAGR for EBITDA 8.9% and for Unit Margin 2.4%

<sup>(3)</sup> 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

#### **ORGANIC GROWTH**

## NON-ORGANIC GROWTH

- 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

<sup>\*</sup> To be evaluated on case by case basis



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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; due to Industry Growth, Higher CCU Market Share and Better CCU 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 oportunities to continue expanding by pursuing our targeted sources of organic and non-organic growth



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