



**CCU**  
A world of flavours

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Latin American Consumer Day  
London June 17, 2011



# 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)*.

# Agenda



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# Agenda



## I. Introduction

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II. Market Presence

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III. Financial Performance

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IV. Historical sources of growth

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V. Targeted sources of growth

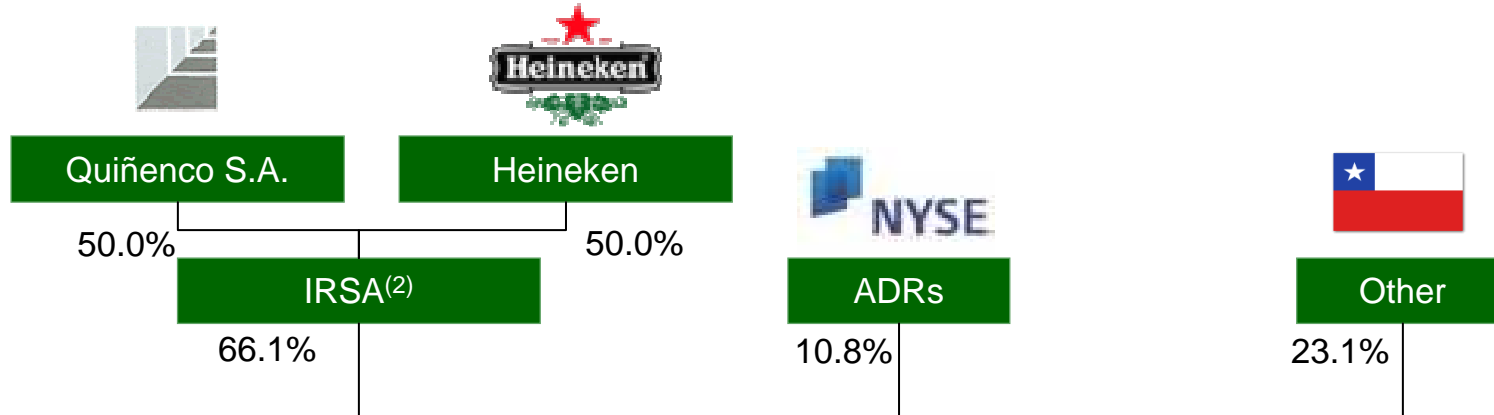
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VI. Summary

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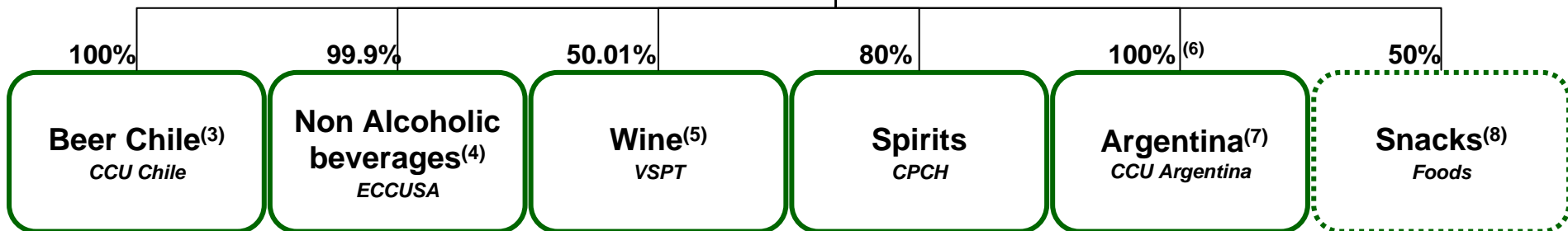
# I. Introduction

## Ownership structure<sup>(1)</sup>



(1) As of March 31, 2010

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



(3) Additionally includes +50% stake of CCK and 50% stake of Austral

(4) CCU has a 50.1% stake in Aguas CCU-Nestlé to develop the waters business in Chile and a 50% JV in Promarca (Nectar and Juices)

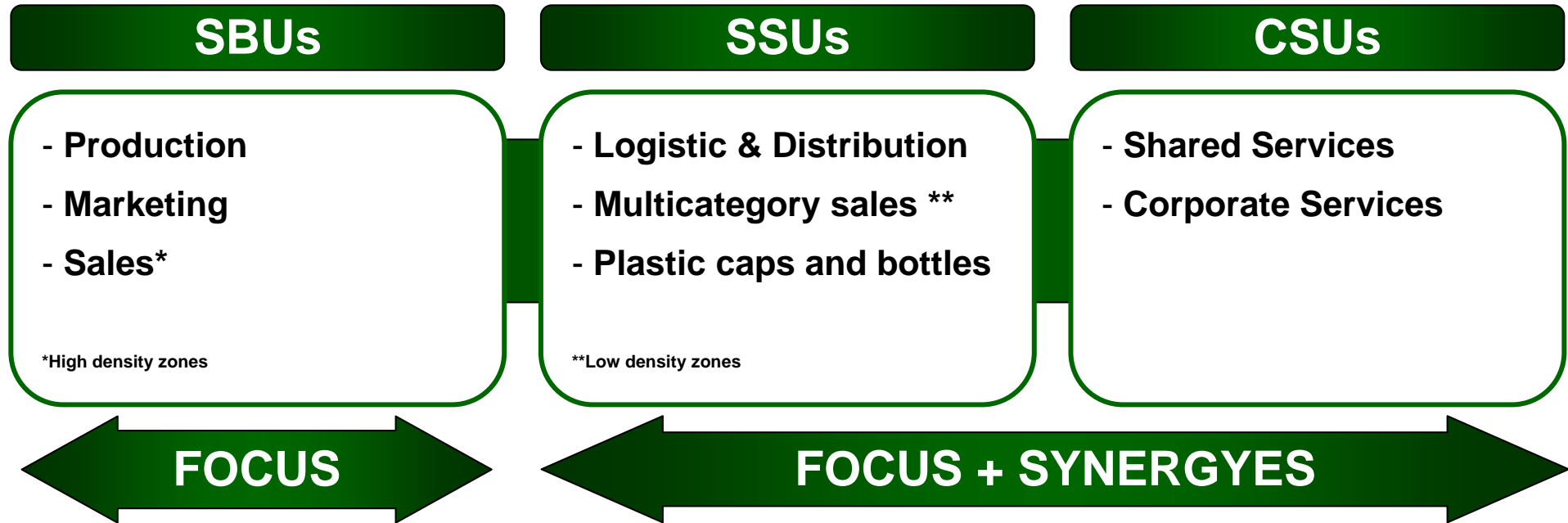
(5) Consolidates San Pedro, Santa Helena, Altair, Tarapacá, Misiones de Rengo, Viñamar, Casa Rivas, Finca La Celia, Tamarí and 50% stake in Tabalí and Leyda.

(6) On December 20, 2010 CCU acquired 4.04% from the minority shareholders.  
(7) On December 27, 2010 acquired the control of SaéNZ Briones and Sidra La Victoria.

(8) Not consolidated. Includes 50% stake of Nutrabien.

# I. Introduction

## Ownership structure and business model



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## II. Market Presence Indicators by business unit<sup>(1)</sup>

	<b>% Volumes</b>	<b>% Revenues</b>	<b>% EBITDA</b>
Beer in Chile	30%	34%	49%
Beer in Argentina	24%	19%	13%
Non-Alcoholics	38%	27%	20%
Wine	7%	16%	8%
Spirits	1%	5%	4%
Other	-	-	6%
<b>Total<sup>(2)</sup></b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

(1) Last 12 month public information as of December 31,2010

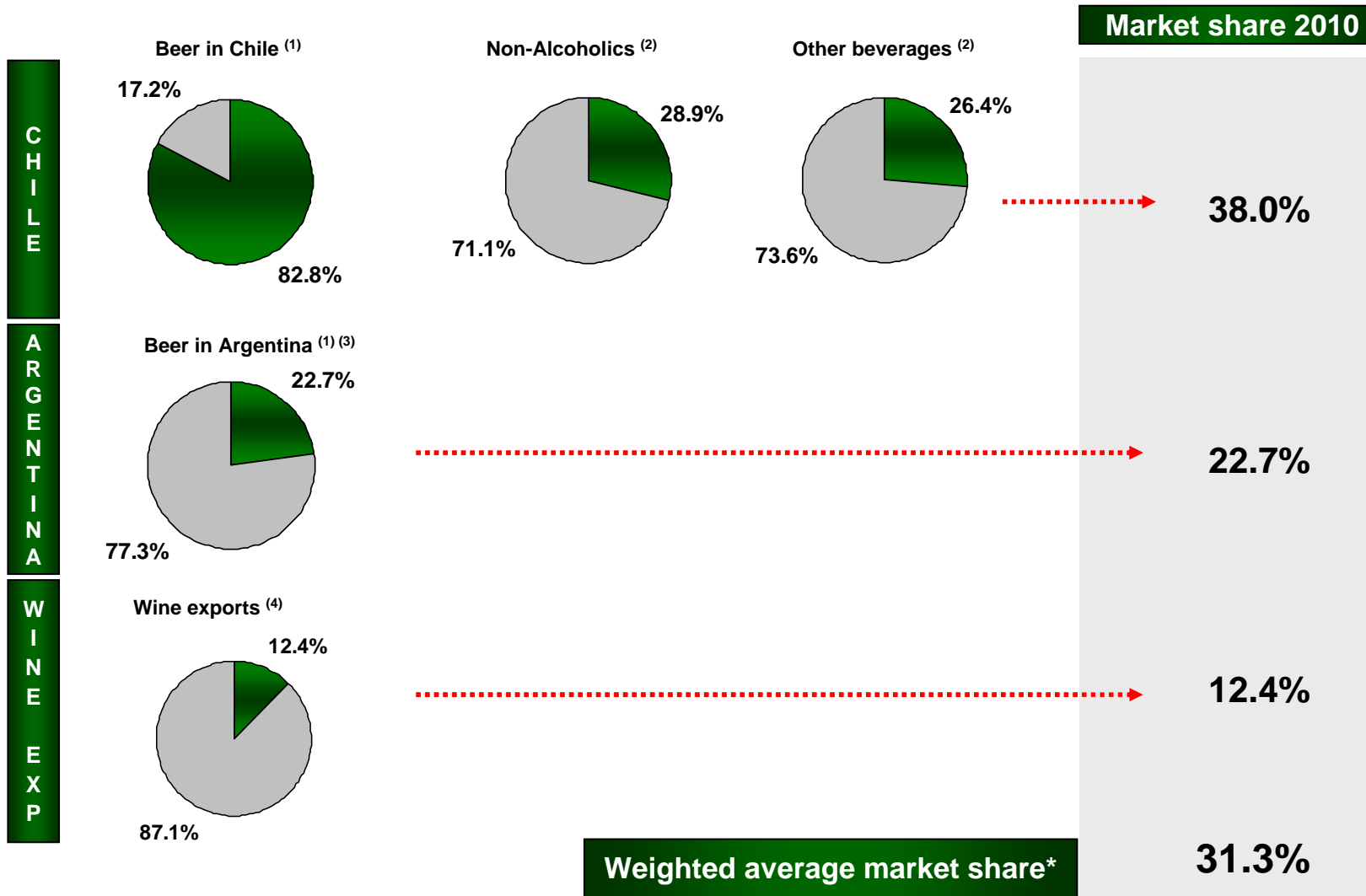
(2) Figures may not add 100% due to rounding effects

Source: CCU, under IFRS



# II. Market Presence

## Relevant player in all markets



\* Weighted market share of all businesses in which CCU participates

Source: (1) CCU; (2) ACNielsen; (3) Cámara de la Industria Cervecera Argentina; (4) "Asociación de viñas de Chile, AG" for chilean exports (excludes bulk wine and exports from Argentina).

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# III. Financial Performance

## Recent growth trend

Volume growth(%) <sup>(1)</sup>	1Q'09	2Q'09	3Q'09	4Q'09	1Q'10	2Q'10	3Q'10	4Q'10	1Q'11
Beer Chile	-4.0	3.8	-4.7	-1.2	-7.7 <sup>(2)</sup>	10.3	6.8	1.5	9.6
Beer Argentina	31.5	-1.0	0.1	1.4	5.3	3.2	7.9	6.5	6.8
Non-Alcoholic	-4.1	6.0	7.7	7.8	9.8	9.9	13.2	7.4	3.7
Wines	9.9	18.2	28.1	20.5	27.2	24.8	-0.9	-6.2	-1.7
Spirits	-7.3	-7.5	-7.8	0.6	1.6	10.7	7.4	5.9	6.6
<b>TOTAL</b>	<b>3.5</b>	<b>4.3</b>	<b>3.3</b>	<b>3.7</b>	<b>3.5</b>	<b>9.7</b>	<b>8.7</b>	<b>4.5</b>	<b>6.1</b> <sup>(3)</sup>

(1) Compares quarter's volumes with same quarter's in prior year.

(2) Supply constraints due to Feb 27 earthquake.

(3) 1Q'11 includes Cider business in Argentina.



# III. Financial Performance

## CCU S.A. First Quarter Results

CLP Billions	1Q'11	1Q'10	%
<b>VOLUMES (Th HL)</b>	<b>4,970.7</b>	<b>4,683.5</b>	<b>6.1%</b>
<b>NET SALES</b>	<b>242.3</b>	<b>213.7</b>	<b>13.4%</b>
<b>GROSS PROFIT</b>	<b>134.7</b>	<b>121.5</b>	<b>10.9%</b>
Gross margin (%)	55.6	56.9	
<b>EBIT BEFORE NRI (*)</b>	<b>53.2</b>	<b>47.9</b>	<b>11.2%</b>
EBIT margin before NRI (%)	22.0	22.4	
<b>EBIT</b>	<b>65.9</b>	<b>47.9</b>	<b>37.7%</b>
EBIT margin (%)	27.2	22.4	
<b>NET PROFIT BEFORE NRI (*)</b>	<b>37.5</b>	<b>33.7</b>	<b>11.2%</b>
<b>NET PROFIT</b>	<b>45.5</b>	<b>33.7</b>	<b>35.2%</b>
<b>EBITDA BEFORE NRI (*)</b>	<b>64.7</b>	<b>58.4</b>	<b>10.9%</b>
EBITDA margin before NRI (%)	26.7	27.3	
<b>EBITDA</b>	<b>77.4</b>	<b>58.4</b>	<b>32.7%</b>
EBITDA margin (%)	32.0	27.3	
NFD/ EBITDA (**)	<b>0.2</b>	<b>0.4</b>	

(\*) NRI: non recurring items

(\*\*) NFD: Net Financial Debt.

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# IV. Historical sources of growth

▶ CCU has been growing consistently over the last 20 years

EBITDA Ch\$ Billones	1990 <sup>(1)</sup>	2010 <sup>(2)</sup>	CAGR
Beer Chile	17.5	101.0	9.1%
Other segments	2.2	106.2	21.4%
<b>CCU <sup>(3)</sup></b>	<b>19.8</b>	<b>207.3</b>	<b>12.5%</b>

(1) Under CHGAAP, figures in CLP Billions of December 1990.  
 (2) Under IFRS, figures in nominal CLP Billions. Before NRI is CLP200.5 Billions and CAGR is 12.3%.  
 (3) Figures have been rounded and may not sum exactly the totals shown.

EBITDA's growth breakdown as per CCU's internal analysis:

- ≈ 50% Organic growth
- ≈ 50% Non-organic

▶ CCU has become a multicategory company

EBITDA MIX	1990	2010 <sup>(4)</sup>
Beer Chile	89%	49%
Other segments	11%	51%
<b>CCU</b>	<b>100%</b>	<b>100%</b>

(4) Before NRI is 50%/50%

# IV. Historical sources of growth



## ▶ Historical non-organic sources of growth

- 1994 ▶ VSP (FLC, Altair, Valles\*, MQ)
- 1994 ▶ ECCUSA (JV Baesa)
- 1995 ▶ CCU Arg (Salta, Sta Fé, Córdoba)
- 2000 ▶ Premium Beer (LQ/HNK JV, Kunstmann, Austral\*)
- 2003 ▶ CPCH (Pisconor, CPCh, HQ, Rum)
- 2004 ▶ Foods\* (Calaf, Brt., Natur, NB)
- 2006 ▶ Promarca\* (Lic. Watt's, JV)\*
- 2007 ▶ Aguas CCU-Nestle
- 2008 ▶ Acquisition of ICSA in Argentina
- 2009 ▶ Merger between VSP- VT
- 2010 ▶ Saéñz Briones and Sidra La Victoria



\* Currently don't consolidate in CCU



# IV. Historical sources of growth

## Main indicators 2002 – 2010

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

CLP Billions	CHGAAP <sup>(1)</sup>						IFRS <sup>(2)</sup>			CAGR
	2002	2003	2004	2005	2006	2007	2008	2009	2010	
<b>Profitability</b>										
Operating Result	37.6	45.9	58.7	66.5	79.7	101.4	124.0	137.4	<b>162.0</b>	20.0%
EBITDA	80.3	86.4	98.6	107.6	121.8	146.8	163.9	181.5	<b>207.3</b>	12.6%
EBITDA MARGIN	23.2%	22.5%	23.4%	21.9%	22.3%	23.4%	23.1%	23.4%	<b>24.7%</b>	
ROCE <sup>(3)</sup>	8.6%	11.4%	15.0%	15.8%	18.2%	21.4%	20.1%	19.0%	<b>24.1%</b>	
<b>Growth</b>										
Revenues	345.9	384.1	420.6	492.0	545.8	628.3	710.2	776.5	<b>838.3</b>	11.7%
Volume (millions of HL)	10.1	10.9	11.4	12.3	13.4	14.2	15.7	16.3	<b>17.3</b>	6.9%
Market Share <sup>(4)</sup>	<b>26.5%</b>	27.6%	27.8%	29.0%	28.9%	29.1%	29.7%	31.4%	<b>31.3%</b>	
SAM domestic <sup>(5)</sup>	-	-	17.7	25.5	32.2	44.0	63.3	82.6	<b>95.2</b>	32.3%
<b>Sustainability</b>										
First Preference <sup>(6)</sup>	<b>26.8%</b>	30.0%	29.6%	32.1%	31.5%	29.3%	30.0%	30.8%	<b>30.6%</b>	
Organizational environment <sup>(7)</sup>	67%	69%	72%	70%	72%	72%	73%	77%	<b>77%</b>	

Source: CCU and Adimark

(1) Under Chilean GAAP. Figures in CLP Billions of December of each year.

(2) IFRS, figures in nominal CLP Billions, before non recurring items.

(3) ROCE: Return on capital employed.

(4) Weighted market share of all businesses in which CCU participates. 2008 figure may differ from past presentations, due to adjustment when final year 2008 data was obtained.

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

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

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



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# V. Targeted sources of growth

## Organic and non-organic\* sources of growth



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a. Chilean beverage industry

b. Beer industry in Argentina

c. Improve the ROCE in the wine business

i. Per capita consumption increase

ii. Higher market share

iii. Higher SAM <sup>(1)</sup>

21 →

22 →

23 →

i. Per capita consumption increase

ii. Profitability increase

24 →

25 →

26 →

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d. Multicategory business in Argentina

e. Ready to eat in Chile (RTE)

f. Dairy products in Chile

g. Third Latin-American Country

h. Ready to mix in Chile (RTM)

27-28 →

29 →

30 →

31 →

32 →

\* 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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# VI. Summary



- ▶ Over the last 20 years, approximately 50% of CCU's growth has come from organic sources and the other 50% from non-organic sources

	1990 <sup>(1)</sup>	2010 <sup>(2)</sup>	CAGR	
<b>EBITDA CLP Billions</b>	19,7	207,3	12.5%	
<b>Beer Chile as % of CCU's EBITDA</b>	89%	49%	-	

(1) Under CHGAAP, figures in CLP Billion of December 1990.

(2) Under IFRS, figures in nominal CLP Billions.

- ▶ The company sees many opportunities to keep on growing in the next 10 years
  1. Organic growth
    - a. Chilean beverage industry
    - b. Beer industry in Argentina
    - c. Improve the ROCE in the wine business
  2. Non-organic growth
    - d. Multicategory business in Argentina
    - e. Ready to eat market in Chile (RTE)
    - f. Dairy products in Chile
    - g. Third Latin-American Country
    - h. Ready to mix in Chile (RTM)



**A world of flavours**

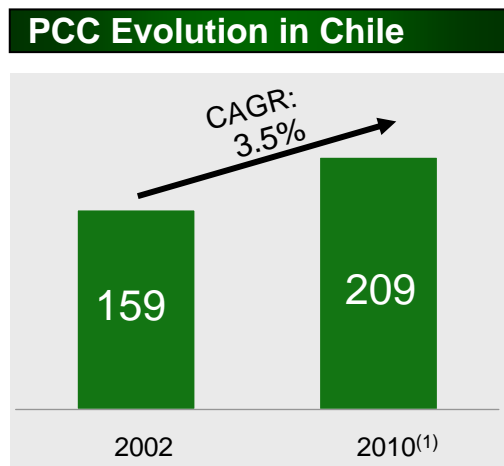
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# Organic growth

## a. Chilean beverage industry



### i. Per capita consumption increase <sup>(1)</sup>



					
Liters per capita	Chile	Argentina	Spain	USA	Australia
<b>Beer</b>	<b>37</b>	<b>43</b>	<b>76</b>	<b>77</b>	<b>82</b>
Soft drinks	117	121	76	155	107
<b>Nectars and juices</b>	<b>19</b>	<b>10</b>	<b>34</b>	<b>50</b>	<b>38</b>
Nectars	15	4	14	3	10
Others	3	6	20	47	28
<b>Water</b>	<b>19</b>	<b>75</b>	<b>118</b>	<b>83</b>	<b>28</b>
Mineral water	11.7				
Purified water	7.5				
<b>Functional products</b>	<b>1</b>	<b>3</b>	<b>9</b>	<b>36</b>	<b>17</b>
Sport beverages	0.6	1.5	4.7	12.5	5.0
Energy drinks	0.3	0.8	1.0	4.5	4.9
Tea	0.2	-	2.9	17.9	2.1
Coffee				0.9	5.1
<b>Wine</b>	<b>13</b>	<b>26</b>	<b>20</b>	<b>9</b>	<b>23</b>
<b>Spirits</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>17</b>
Pisco	2.0				
Other Spirits	1.5	2.3	4.5	4.2	3.0
FABs	0.1	0.6	1.2	2.1	13.9
<b>TOTAL <sup>(2)</sup></b>	<b>209</b>	<b>281</b>	<b>338</b>	<b>417</b>	<b>312</b>

(1) Source: CCU estimates for Chile beverage and beer Argentina; Canadean estimated 2010 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.

(3) Figures may not add 100% due to rounding effects.

# Organic growth

## a. Chilean beverage industry



### ii. Higher consolidated market share



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

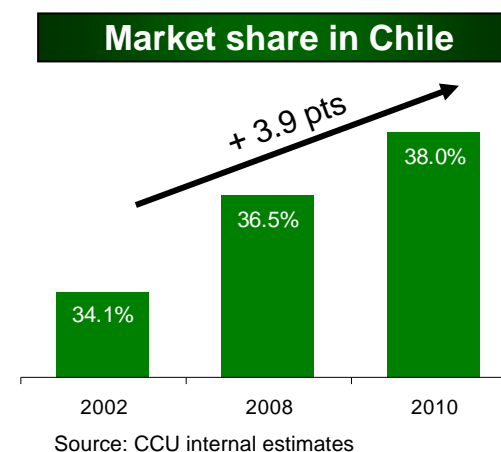
Liters per capita	Chile	CAGR 02-10	CCU's MS
<b>Beer</b>	<b>37</b>	<b>4.7%</b>	<b>82.8%</b>
Soft drinks	117	2.1%	24.3%
<b>Nectars and juices</b>	<b>19</b>	<b>10.1%</b>	<b>38.5%<sup>(1)</sup></b>
Nectars	15		
Other	3		
<b>Water</b>	<b>19</b>	<b>11.3%</b>	<b>52.9%</b>
Mineral water	11.7		67.4%
Purified water	7.5		12.7%
<b>Functional products</b>	<b>1</b>	<b>47.3%</b>	<b>47.0%</b>
Sport beverages	0.6		66.8%
Energy drinks	0.3		14.3%
Tea	0.2		41.6%
<b>Wine</b>	<b>13</b>	<b>-2.9%</b>	<b>24.4%</b>
<b>Spirits</b>	<b>4</b>	<b>2.2%</b>	
Pisco	2.0		46.6%
Spirits	1.5		11.3%
FABs	0.1		
<b>TOTAL*</b>	<b>209</b>	<b>3.5%</b>	<b>38.0%</b>

(1) Includes all nectar and juices market. CCU has 57% market share in the bottled nectar category.

**Categories with high potential growth**

PCC Sources: CCU estimates.

MS Sources: CCU estimates for beer and ACNielsen for all other.



# Organic growth

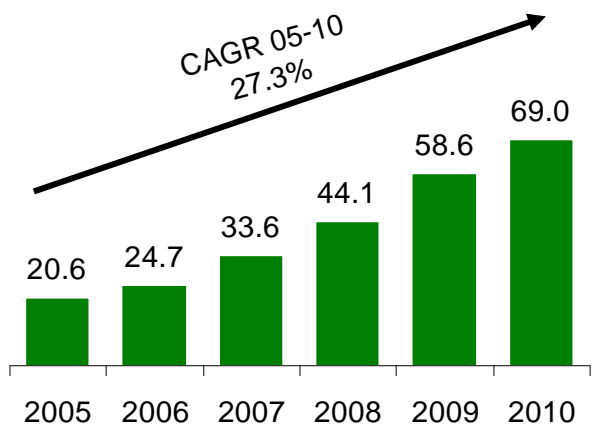
## a. Chilean beverage industry



### 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.





# Organic growth

## b. Beer industry in Argentina

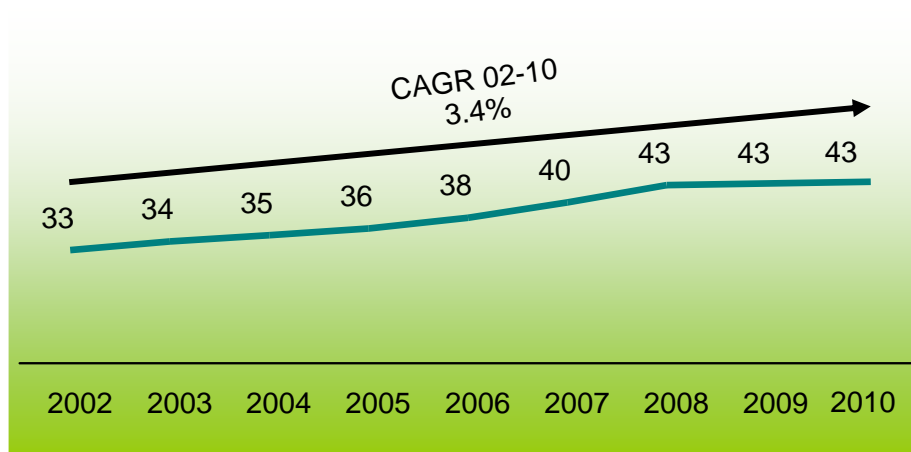


### i. Per capita consumption increase



Liters per capita*	Chile	Argentina	Spain	USA	Australia
Beer	37	43	76	77	82

Beer: Liters per capita in Argentina (1)



(1) Figures have been rounded.  
Source: CCU.



# Organic growth

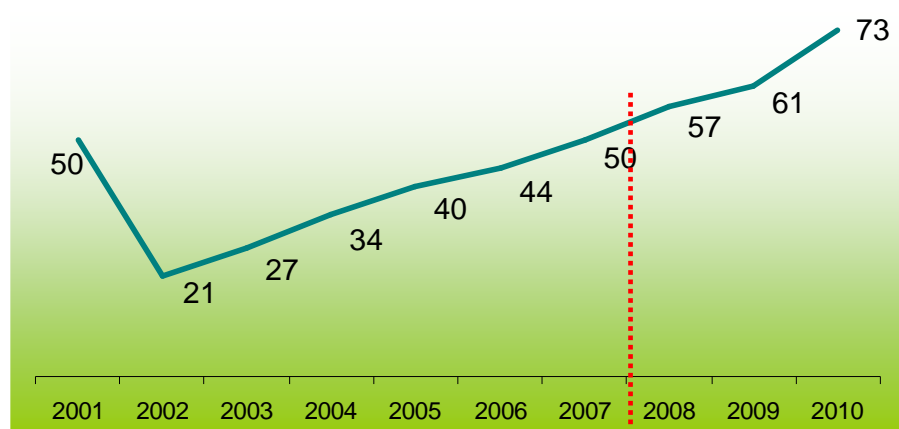
## b. Beer industry in Argentina



### ii. Profitability increase

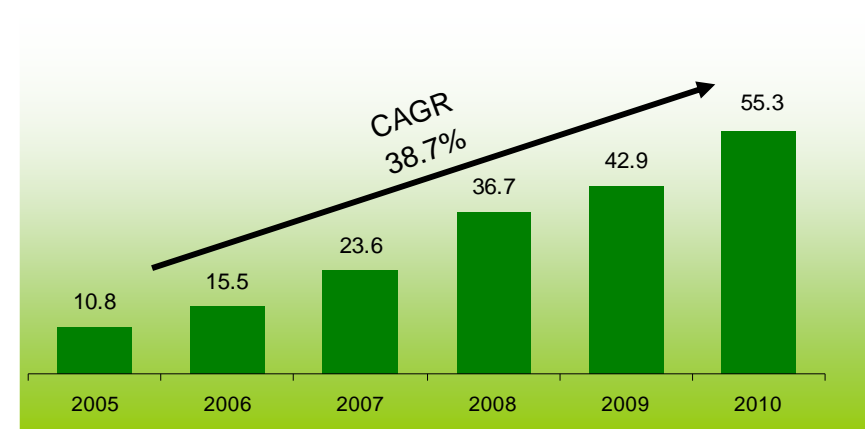


**Beer price in Argentina (US\$/HL) <sup>(1)</sup>**



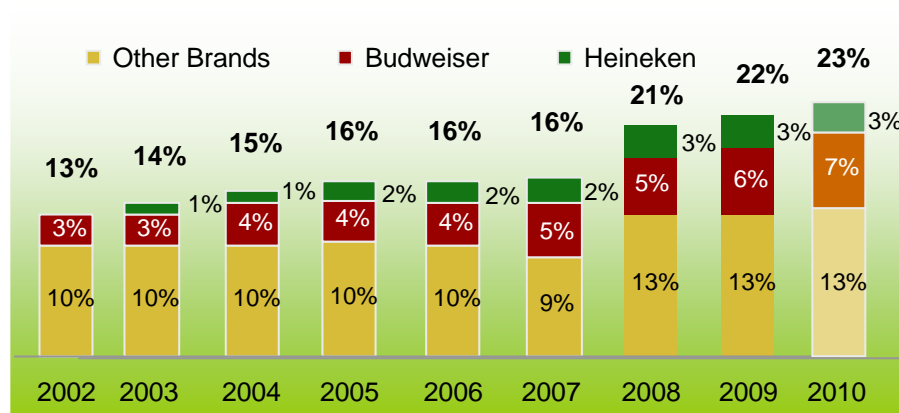
Source: CCU.  
 (1) Figures in nominal USD. 2001-2007 under CHGAAP; 2008-2009 under IFRS.

**SAM Argentina (Direct profit) \* USD Millions**



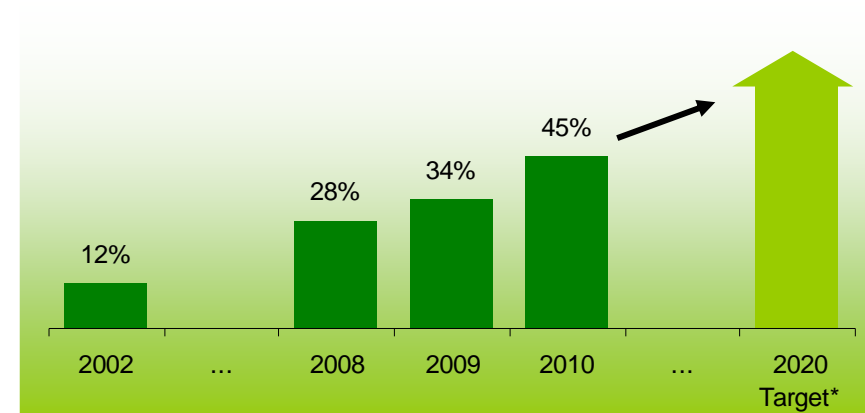
\* Figures in nominal million USD of each year. Under CHGAAP.

**Market share**



Source: Argentine Beer Industry Chamber.

**Higher % of direct distribution**



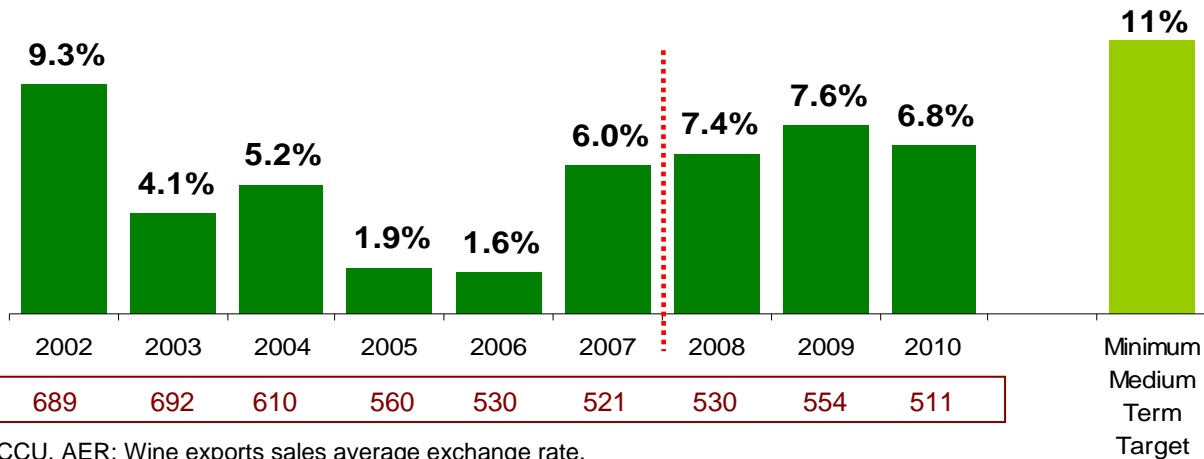
\* As of December of each year.

# Organic growth

## c. Improve the ROCE in the wine business



ROCE (1)



Source: CCU. AER: Wine exports sales average exchange rate.  
 (1) 2002-2007 under CHGAAP. 2008-2010 under IFRS.

► Initiatives to increase the ROCE from 6.8% to 11% minimum:

- Export market
- Domestic market
- Argentina



# Non-organic growth\*

## d. Multicategory business in Argentina



- ▶ Replicate CCU's business model in Argentina



					
Liters per capita*	Chile	Argentina	Spain	USA	Australia
Beer	37	43	76	78	82
Soft drinks	117	121	76	155	107
Nectars and juices	19	10	34	50	38
Water	19	75	120	102	38
Functional products	1	3	9	36	17
Wine	13	26	21	9	23
Spirits	4	3	6	6	17
Cider	0	2	2	0	1
Milk <sup>(1)</sup>	21	34	79	71	102
<b>TOTAL</b>	<b>230</b>	<b>317</b>	<b>422</b>	<b>506</b>	<b>523</b>

(1) Only bottled milk. CCU estimates based on Canadean 2010 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).

(2) Source: CCU estimates for Chile beverage and Argentina; CCU estimates based on Canadean 2010 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.

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

- ▶ Higher direct sales as a tool to build the multicategory business

(as of December of each year)	- 2002	= 12%
	- 2008	= 28%
	- 2009	= 34%
	- 2010	= 45%

\* To be evaluated on a case by case basis.

# Non-organic growth\*

## First move towards the multicategory in Argentina



### ▶ Entry to the cider market in Argentina



- Deal: Control of Sáenz Briones (50,2%) and Sidra La Victoria (71,4%)
- Date of execution: December 27<sup>th</sup>, 2010
- Price paid: US\$ 13,2 millions
- EBITDA 2010e = US\$ 3,9 millions
- Estimated market share = 23%
- Volume = 214 MHI
- Annual revenues = US\$ 29 millions
- Cider market in Argentina:
  - Per capita consumption = 2,1 liters
  - Total Market = 800 MHI



# Non-organic growth\*

## e. Ready to eat market in Chile

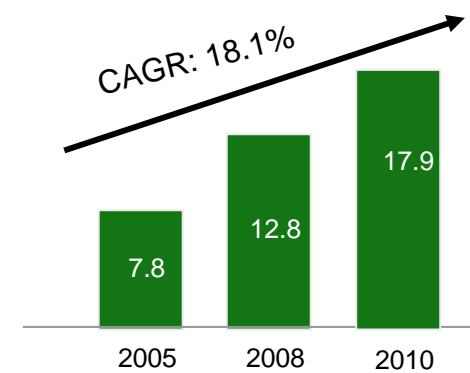
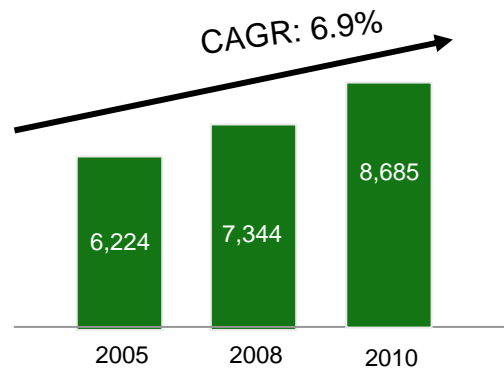


- ▶ Ready to eat market in Chile (US\$ 1.4bn)
- ▶ 2020 ready to eat market estimated in US\$ 2.0bn
- ▶ CCU currently has a 50-50 JV with Indalsa<sup>(1)</sup>
- ▶ Market share 2010: 5%<sup>(3)</sup>



Sale volumes (tons)

Revenues CLP Billions



\* To be evaluated on a case by case basis.

(1) Currently does not consolidate in CCU.

(2) Currently does not consolidate in Foods; option to increase Food's ownership and consolidate in the future.

(3) Source: CCU internal estimates.

# Non-Organic growth\* f. Dairy products in Chile



- ▶ Dairy products market size <sup>(1)</sup>:  
US\$ 1,397 million



					
Liters per capita <sup>(2)</sup>	Chile	Argentina	Spain	USA	Australia
Milk	21	34	79	71	102



- \* To be evaluated on a case by case basis.
- (1) Includes cheese, liquid and powder milk, yoghurt and other milk based products. Source: Best 2010 estimate based on Feb 11, 2011 Euromonitor milk industry in Chile report.
- (2) Only bottled milk. CCU estimates based on Canedean 2010 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).



# Non-Organic growth\*

## g. Surrounding markets



- ▶ Beverage industry of Peru +Paraguay +Uruguay + Bolivia + Ecuador + Colombia:



Liters per capita*	Peru	Paraguay	Uruguay	Bolivia	Ecuador	Colombia
Beer	42	40	27	34	36	40
Soft drinks	63	74	117	59	59	52
Nectars and juices	13	3	4	12	11	10
Water	12	7	51	6	33	17
Functional products	3	0	0	0	2	2
Wine	1	5	24	3	2	1
Spirits	2	13	2	12	3	3
Milk	10	48	67	27	48	71
<b>TOTAL</b>	<b>147</b>	<b>190</b>	<b>293</b>	<b>152</b>	<b>194</b>	<b>196</b>
<b>Population (million)</b>	<b>29,5</b>	<b>6,3</b>	<b>3,5</b>	<b>10,9</b>	<b>14,8</b>	<b>45,6</b>

Source: CCU estimates based on Canadean 2010



\* To be evaluated on a case by case basis.



# Non-Organic growth\* h. Ready to mix in Chile (RTM)

Liters per capita <sup>(1)</sup> 2010	Chile
Powder Juices	29.6
Powder Milk	38.3
Tea	60.8
Coffee	44.4
Soup	18.8
<b>Total RTM</b>	<b>191.9</b>



<sup>(1)</sup> CCU Estimates. Liters per capita equivalent.





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