

Santander's Chile Trip September 2007

# **Forward-Looking Statements**



▶ 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 on Form 20-F filled with the US Securities and Exchange Commission.

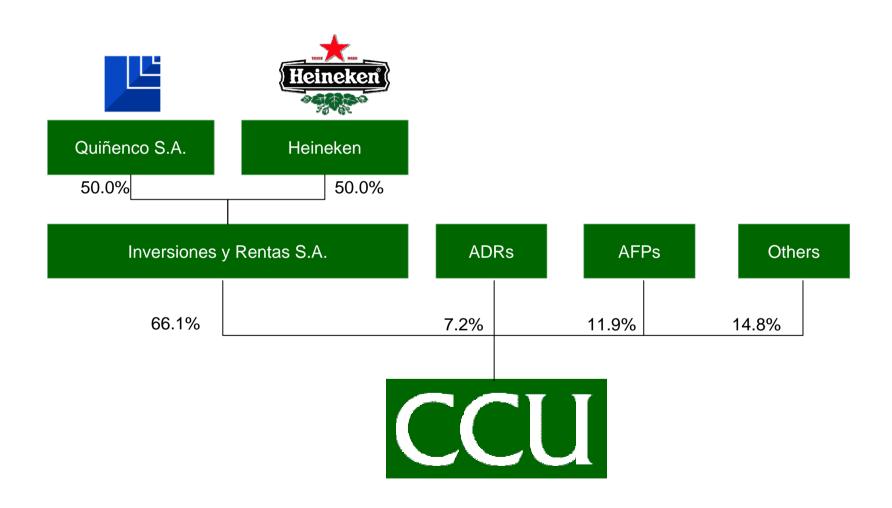
# AGENDA



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# 1. Shareholders Structure





# 2. Organic Growth Per capita consumption 2006

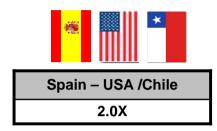








|                | Chile | Spain | USA |
|----------------|-------|-------|-----|
| RTD (Liters)   | 214   | 429   | 419 |
| Beer           | 33    | 90    | 76  |
| CSD            | 114   | 100   | 177 |
| Juices         | 12    | 37    | 53  |
| Nectar         | 10    | -     | -   |
| Other Juices   | 2     | -     | -   |
| Water          | 16    | 155   | 86  |
| Mineral Water  | 11    | -     | -   |
| Purified Water | 5     | -     | -   |
| Functionals    | 0.2   | 4     | 13  |
| Wine           | 15    | 36    | 9   |
| Spirits        | 3     | 7     | 5   |
| Pisco          | 3     | -     | -   |
| Other Spirits  | 1     | 7     | 5   |
| Milk           | 20    | 126   | 79  |



Categories with high growth potential

PCC: CCU estimates, Canadean

Income per capita (PPP): 3.7 times USA/Chile and 2.3 times Spain/Chile

Income per capita (PPP): Source World Bank, 2006.

# 3. New Developments



Agreement with Watt's

















- Entering into new categories
  - Products with caffeine
  - Rum
  - Ice Tea









# 4. Operational Excellence



Maximize operational excellence

# **MaxEO**

### **PRICIS**

(Integral Review of Raw Material Costs and Services)

- Optimization and Raw Materials Costs Reduction:
  - Raw Materials
  - Materials
  - Services

### **OCA**

(Supply Chain Optimization)

- Supply
- World Class Manufacturing
- Logistic

### **PBC**

(Zero Based Budget)

100% budget with ZBB methodology

### 02

(Optimal Organization)

- Review of
  - Structure
  - Levels
  - Rotation
  - Incentives

# **5. Performance Indicators**



### Constant Chilean Pesos Converted to US\$ Dollars

| US\$ Millions 1                         | 1H'03 | 1H'04 | 1H'05 | 1H'06 | 1H'07 | CAGR  |
|---|-------|-------|-------|-------|-------|-------|
| Profitability                           |       |       |       |       |       |       |
| Operating income                        | 35.8  | 57.1  | 60.7  | 64.0  | 86.1  | 24.5% |
| EBITDA                                  | 80.5  | 100.8 | 101.7 | 105.0 | 127.0 | 12.0% |
| ROCE <sup>2</sup>                       | 8.3%  | 14.7% | 15.3% | 16.0% | 20.6% |       |
| Growth                                  |       |       |       |       |       |       |
| Volumes (MM liters)                     | 508   | 527   | 581   | 628   | 667   | 7.0%  |
| Market share <sup>3</sup>               | 26.9% | 27.6% | 29.0% | 28.8% | 28.8% |       |
| Revenues                                | 372.2 | 407.1 | 456.6 | 491.0 | 537.7 | 9.6%  |
| Sustainability                          |       |       |       |       |       |       |
| First preference                        | 30.8% | 30.4% | 32.2% | 31.4% | 30.7% |       |
| Organizational environment <sup>4</sup> | 67    | 69    | 72    | 70    | 72    |       |

<sup>&</sup>lt;sup>1</sup> Figures in real pesos as of June 2007, converted to US\$ million as of June 2007, US\$1=Ch\$526.86

<sup>&</sup>lt;sup>2</sup> ROCE: Return on Capital Employed of 12 month ended June of each year.

<sup>&</sup>lt;sup>3</sup> Weighted market share of all businesses that CCU participates.

<sup>&</sup>lt;sup>4</sup> Measured by an internal survey ended June of each year.

# 5. Performance Indicators



## Nominal US\$ Dollars

| US\$ Millions 1                         | 1H'03 | 1H'04 | 1H'05 | 1H'06 | 1H'07 | CAGR  |
|---|-------|-------|-------|-------|-------|-------|
| Profitability                           |       |       |       |       |       |       |
| Operating income                        | 23.4  | 43.2  | 51.8  | 60.8  | 86.1  | 38.5% |
| EBITDA                                  | 54.2  | 75.0  | 85.3  | 99.7  | 127.1 | 23.7% |
| ROCE <sup>2</sup>                       | 8.3%  | 14.7% | 15.3% | 16.0% | 20.6% |       |
| Growth                                  |       |       |       |       |       |       |
| Volumes (MM liters)                     | 508   | 527   | 581   | 628   | 667   | 7.0%  |
| Market share <sup>3</sup>               | 26.9% | 27.6% | 29.0% | 28.8% | 28.8% |       |
| Revenues                                | 254.4 | 307.7 | 389.4 | 466.0 | 537.7 | 20.6% |
| Sustainability                          |       |       |       |       |       |       |
| First preference                        | 30.8% | 30.4% | 32.2% | 31.4% | 30.7% |       |
| Organizational environment <sup>4</sup> | 67    | 69    | 72    | 70    | 72    |       |

<sup>&</sup>lt;sup>1</sup> Figures in nominal dollars

<sup>&</sup>lt;sup>2</sup> ROCE: Return on Capital Employed of 12 month ended June of each year.

<sup>&</sup>lt;sup>3</sup> Weighted market share of all businesses that CCU participates.

<sup>&</sup>lt;sup>4</sup> Measured by an internal survey ended June of each year.

# 5. Performance Indicators



| US\$ Millions <sup>1</sup>              | Q2'06 | Q2'07 | GR    |
|---|-------|-------|-------|
| Profitability                           |       |       |       |
| Operating income                        | 11.0  | 19.0  | 73.0% |
| Net income                              | 6.4   | 11.9  | 86.5% |
| EBITDA                                  | 31.6  | 39.6  | 25.3% |
| ROCE <sup>2</sup>                       | 16.0% | 20.6% | -     |
| Growth                                  |       |       |       |
| Volumes (MM liters)                     | 263   | 274   | 4.2%  |
| Market share <sup>3</sup>               | 28.8% | 28.8% | -     |
| Revenues                                | 215.1 | 229.5 | 6.7%  |
| Sustainability                          |       |       |       |
| First preference                        | 31.2% | 31.0% |       |
| Organizational environment <sup>4</sup> | 70    | 72    |       |

<sup>&</sup>lt;sup>1</sup> Figures in real pesos as of June 2007, converted to US\$ million as of June 2007, US\$1=Ch\$526.86

<sup>&</sup>lt;sup>2</sup> ROCE: Return on Capital Employed of 12 month ended June of each year.

<sup>&</sup>lt;sup>3</sup> Weighted market share of all businesses that CCU participates.

<sup>&</sup>lt;sup>4</sup> Measured by an internal survey ended June of each year.

# AGENDA



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| Close                                     | 20   |

# 1. Beer Chile





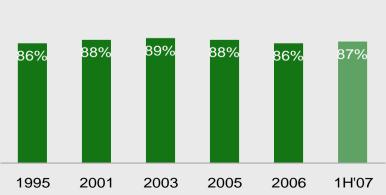
### EBITDA (US\$MM)



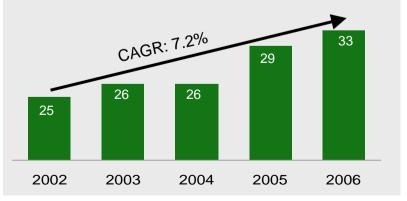
Source: CCU

Note: Figures in US\$ million as of June, 2007

### Market share (%)



### Per capita consumption (liters)



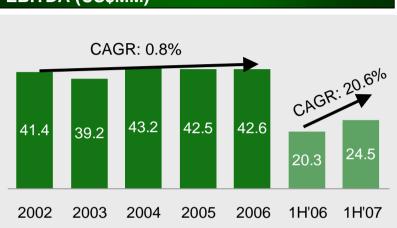
Source: CCU estimates Source: CCU estimates

# 2. Soft Drinks, Nectars and Mineral Water





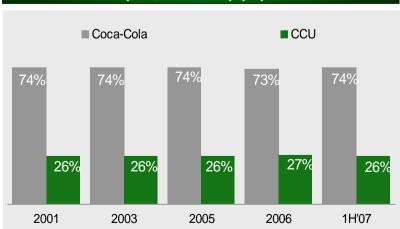
### EBITDA (US\$MM)



Source: CCU

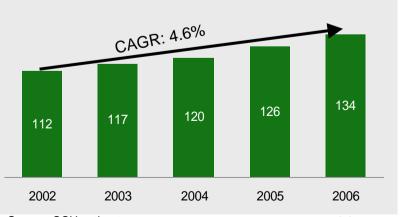
Includes soft drinks, nectars and mineral waters Note: Figures in US\$ millions as of June, 2007

### Market share (SD, N & MW) (%)



Source: ANBER, only considers CCU's and Coca-Cola system sales in Chile

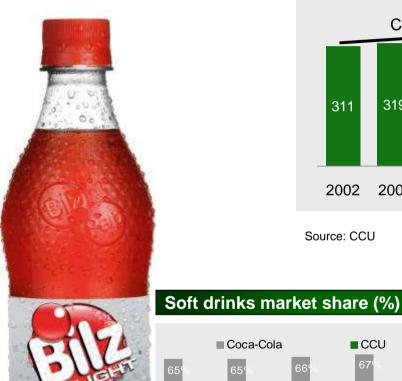
### Per capita consumption (liters)



Source: CCU estimates Includes soft drinks, nectars and mineral water 11

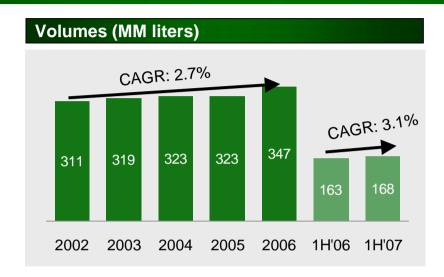
# 2. Soft Drinks





2002

2003

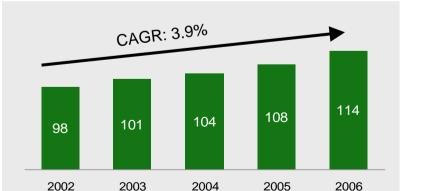


Source: CCU

# ■ Coca-Cola **■** CCU Others

2005

2004



Per capita consumption (liters)

Source: ACNielsen Source: CCU estimates 12

1H'07

2006

# 2. Nectars



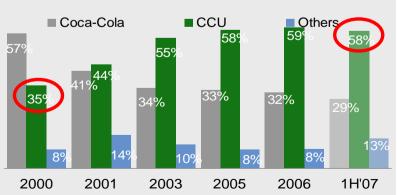


### **Volumes (MM liters)** CAGR: 18.1% CAGR: 26.5% 55 44 38 34 31 28 25 2002 2003 2004 2005 2006 1H'06 1H'07

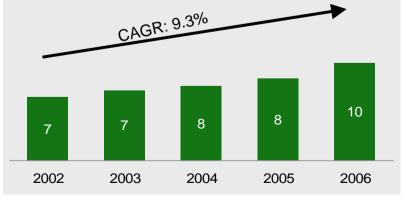
Source: CCU

### Bottled nectar market share (%)

Source: ACNielsen



### Per capita consumption (liters)



Source: CCU estimates Note: Includes all nectars

# 2. Mineral Water

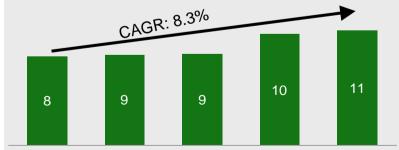




### **Volumes (MM liters)** CAGR: 12.0% CAGR: -4.1% 1H'06 1H'07

Source: CCU

# Mineral water market share (%) Coca-Cola CCU Others 72% 69% 29% 27% 2001 2003 2005 2006 1H'07



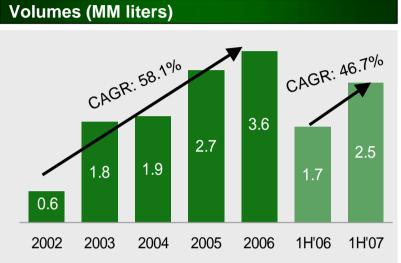
Per capita consumption (liters)

Source: CCU estimates Note: Includes only mineral water

# 3. Functional Products

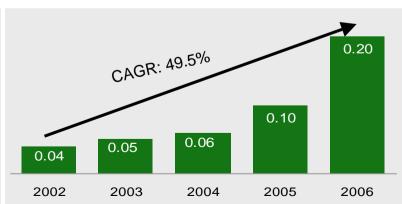






Source: CCU

# Functional products market share (%) 74% 63% 62% 2003 2004 2005 2006 1H'07



Per capita consumption (liters)

Source: ACNielsen Source: CCU estimates 15

## 4. Wines







12.9

2005

560

12.8

2006

530

610 Source: CCU AER: Nominal average exchange rate

2004

### Note: Figures in US\$ million as of June, 2007 Sales and domestic market share (MM Lt, %) Vol., mkt. share and exp. prices (MM Lt, %, US\$)

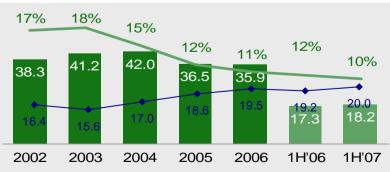
2002

AER 689

13.1

2003

692



Source: Wineries of Chile Association, VSP Note: Does not include bulk wine

17% 17% 52.5 51.2 50.5 50.3 46.3 22.2 21.2 2003 2002 2005 1H'07 2004 2006 1H'06

19%

19%

20%

19%

Source: ACNielsen and CCU

9.5

1H'07

534

17%

4.5

1H'06

526

# 5. Spirits





# CAGR: NM 3.5 CAGR: 670.9990 3.2

2006

1H'06

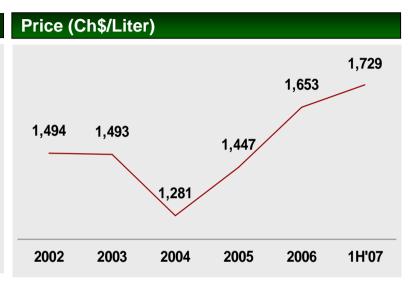
1H'07

Source: CCU

2004

Note: Figures in US\$ million as of June, 2007

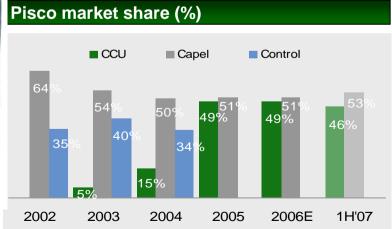
2005



Source: CCU

Note: Figures in Ch\$ million as of June, 2007

Per capita consumption (liters)



Source: ACNielsen for years 2002 to 2004 and industry estimations for years 2005 and 2006

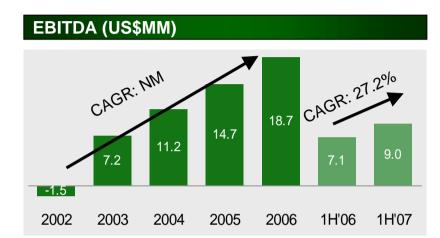
# 2.8 2.9 2.6 2.002 2003 2004 2005 2006

Source: CCU estimates

# 6. Beer Argentina

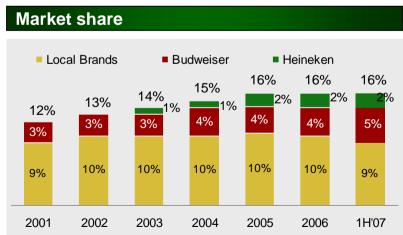






Source: CCU

Note: Figures in US\$ million as of June, 2007

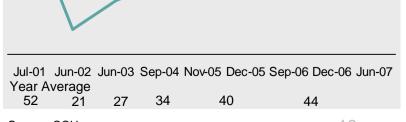


# Argentina's beer price (US\$/HL)

27

18

33



42

Source: Argentine Beer Industry Chamber

Source: CCU

53

44

43

# 7. Confectionery



### Calaf – Ready-to-eat snacks



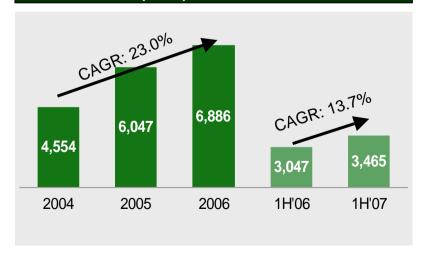


EMBOTELLADORA CCU S.A.





### Sale volumes (tons)



# AGENDA



|                               | Page |
|-------------------------------|------|
| Industry and Company Overview | 1    |
| Business Units                | 9    |
| Close                         | 20   |

# Close



## Constant Chilean Pesos Converted to US\$ Dollars

| US\$ Millions <sup>1</sup>              | 1H'03 | 1H'04 | 1H'05 | 1H'06 | 1H'07 | CAGR  |
|---|-------|-------|-------|-------|-------|-------|
| Profitability                           |       |       |       |       |       |       |
| Operating income                        | 35.8  | 57.1  | 60.7  | 64.0  | 86.1  | 24.5% |
| EBITDA                                  | 80.5  | 100.8 | 101.7 | 105.0 | 127.0 | 12.0% |
| ROCE <sup>2</sup>                       | 8.3%  | 14.7% | 15.3% | 16.0% | 20.6% |       |
| Growth                                  |       |       |       |       |       |       |
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| Revenues                                | 372.2 | 407.1 | 456.6 | 491.0 | 537.7 | 9.6%  |
| Sustainability                          |       |       |       |       |       |       |
| First preference                        | 30.8% | 30.4% | 32.2% | 31.4% | 30.7% |       |
| Organizational environment <sup>4</sup> | 67    | 69    | 72    | 70    | 72    |       |

<sup>&</sup>lt;sup>1</sup> Figures in real pesos as of June 2007, converted to US\$ million as of June 2007, US\$1=Ch\$526.86

<sup>&</sup>lt;sup>2</sup> ROCE: Return on Capital Employed of 12 month ended June of each year.

<sup>&</sup>lt;sup>3</sup> Weighted market share of all businesses that CCU participates.

<sup>&</sup>lt;sup>4</sup> Measured by an internal survey ended June of each year.





# **Organic Growth**



| ,                                 |       |          |       |                 |                   |       |                         |                  | Prefe                    | rst<br>erence            |
|-----------------------------------|-------|----------|-------|-----------------|-------------------|-------|-------------------------|------------------|--------------------------|--------------------------|
|                                   |       | Industry |       |                 | CCU Market Share  |       | CCU <sup>1</sup>        |                  |                          |                          |
| RTD Chile (MMLt.)                 | 2005  | 2006     | 06/05 | 2005            | 2006              | 06/05 | 2005                    | 2006             | 2005                     | 2006                     |
| Beer                              | 479   | 548      | 14%   | 417             | 471               | 13%   | 88%²                    | 86% <sup>2</sup> | 92%                      | 91%                      |
| CSD                               | 1,750 | 1,866    | 7%    | 321             | 344               | 7%    | 18% <sup>3</sup>        | 18% <sup>3</sup> | 19%                      | 19%                      |
| Juice                             | 169   | 192      | 13%   | 45              | 55                | 23%   | 26%                     | 29% <sup>4</sup> | 55%                      | 57%                      |
| Mineral Water                     | 170   | 175      | 3%    | 104             | 114               | 9%    | 61%                     | 65% <sup>5</sup> | 69%                      | 73%                      |
| Purified Water                    | 51    | 89       | 74%   | 3               | 3                 | 15%   | 6%                      | 4%               | -                        | -                        |
| Functionals                       | 1.6   | 3.5      | 121%  | 1.2             | 2.1               | 72%   | 79%                     | 61% <sup>6</sup> | -                        | •                        |
| Domestic Wine                     | 265   | 251      | -5%   | 52              | 46                | -12%  | 20%                     | 18% <sup>7</sup> | 18%                      | 16%                      |
| Pisco                             | 47    | 42       | -10%  | 20              | 20                | 1%    | 49% <sup>8</sup>        | 49% <sup>8</sup> | 35%                      | 42%                      |
| Subtotal Cat. CCU                 | 2,933 | 3,166    | 8.0%  | 964             | 1,056             | 9.5%  | 32.9%                   | 33.3%            | 38%                      | 38%                      |
| Other Liquors                     | 11    | 14       | 25%   | -               | -                 | -     | -                       | -                | -                        | •                        |
| Milk                              | 303   | 329      | 9%    | -               | -                 | -     | -                       | -                | -                        | ı                        |
| Total RTD Chile                   | 3,246 | 3,509    | 8.1%  | 964             | 1,056             | 9.5%  | 29.6%                   | 30.2%            | -                        | -                        |
| Argentina (MM Lt.)                | 2005  | 2006     | 06/05 | 2005            | 2006              | 06/05 | 2005                    | 2006             | 2005                     | 2006                     |
| Beer                              | 1,389 | 1,472    | 5.9%  | 220             | 233               | 6.0%  | <b>16%</b> <sup>9</sup> | 16% <sup>9</sup> | <b>20%</b> <sup>10</sup> | <b>21%</b> <sup>10</sup> |
| Southern Cone<br>Consol. (MM Lt.) | 2005  | 2006     | 06/05 | 2005            | 2006              | 06/05 | 200511                  | 200611           | 2005                     | 2006                     |
| Chile & Argentina                 | 4,322 | 4,638    | 7.3%  | 1,184           | 1,289             | 8.7%  | 28.9%                   | 29.1%            | 32%12                    | 32%12                    |
| drink products                    |       |          |       | 7 A coording to | ONE LE CONTRACTOR | 100/  |                         |                  |                          |                          |

RTD: Ready to drink products PCC: CCU estimates for 2006

<sup>&</sup>lt;sup>1</sup> First Preference: Adimark.

<sup>&</sup>lt;sup>2</sup> According to ACNielsen was 86% in 2005 and 83% in 2006. Considers beer sold directly by Austral and Kunstmann.

<sup>&</sup>lt;sup>3</sup> According to ACNielsen was 22%.

<sup>&</sup>lt;sup>4</sup> Considers only bottled segment, 59% according to ACNielsen.

<sup>&</sup>lt;sup>5</sup> According to ACNielsen was 72%.

<sup>&</sup>lt;sup>6</sup> According to ACNielsen was 63%.

<sup>&</sup>lt;sup>7</sup> According to ACNielsen was 19%.

<sup>&</sup>lt;sup>8</sup> Year 2005 considers Control sales during the first quarter. According to ACNielsen was 45%

<sup>&</sup>lt;sup>9</sup> Market share: Argentine Beer Industry Chamber .

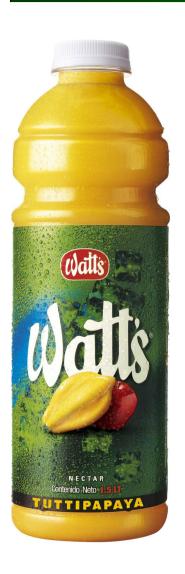
<sup>&</sup>lt;sup>10</sup> First Preference: IPSOS Novaction.

<sup>&</sup>lt;sup>11</sup> Market Share: ACNielsen, Argentine Beer Industry Chamber and internal estimations, in the categories which CCU participates.

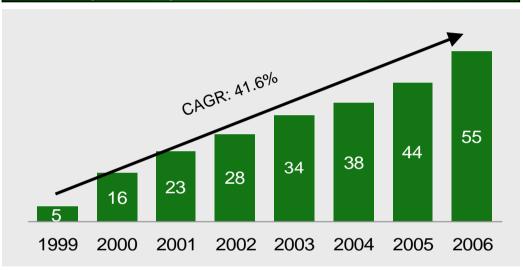
<sup>&</sup>lt;sup>12</sup> First Preference: Adimark & IPSOS Novaction, in the categories which CCU participates.

# 2. Nectars





### Volumes (MM liters)



Source: CCU





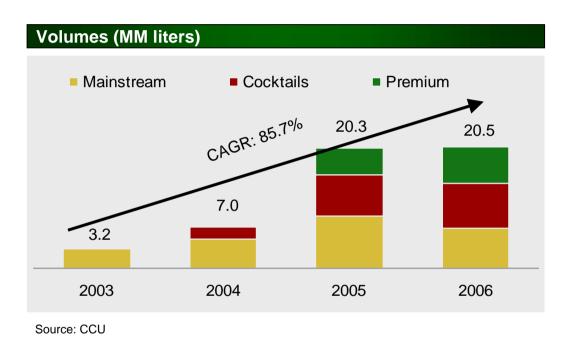
# 5. Spirits





Avg. Price

1,493



1,447

1,653

1,281





