



QUIÑENCO S.A.

January, 2011



- Overview
- Recent Events
- Financial Results
- Main Operating Companies
- Conclusions

Quiñenco Group of Companies



Banco de Chile



ABRE TU MUNDO
CCU

MADECO

- Quiñenco is one of Chile's largest business conglomerates with US\$40 billion in assets under management
- Companies managed by Quiñenco generated sales revenue of US\$4 billion in 2009
- The Quiñenco group of companies employs over 22,000 people in Chile and abroad

Quiñenco – Attractive Fundamentals



Dominant position in its markets

- Quiñenco's companies are leaders in their respective industries

Proven track record in value creation

- Holding has proven track record in value creation evidenced by sale of investments of approx. US\$ 4.5 bln and gains on sale of US\$ 1.9 bln over the last 13 years

Sound financial position

- Low debt level and around **US\$1.5 billion** in cash - **Actively searching for new business opportunities**

Controlling interests in its investments

- Quiñenco currently holds a controlling interest in all of its investments

Diversified Chile risk

- Quiñenco's holdings are diversified in three key sectors in the Chilean economy

Ownership Structure



ANTOFAGASTA  PLC
Mining

Luksic Group

83%

Chilean Stock
Exchanges

QUIÑENCO

Industrial/ Financial Services

17%

Market Capitalization*:
US\$4.2 billion

*As of December 30, 2010

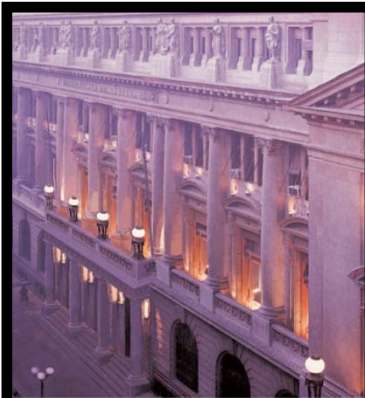
Quiñenco: Main Operating Companies



61.7%

% Control
66.1%

47.7%



Banco de Chile

Mkt Cap: US\$12.2 bln

- 2nd ranked bank
- Merged with Citibank Chile on 1/1/08
- Jointly controlled with Citigroup



CCU

Mkt Cap: US\$3.9 bln

- N°1 Chilean beer producer with 86% market share
- 2nd largest beer producer in Argentina
- Jointly controlled with Heineken



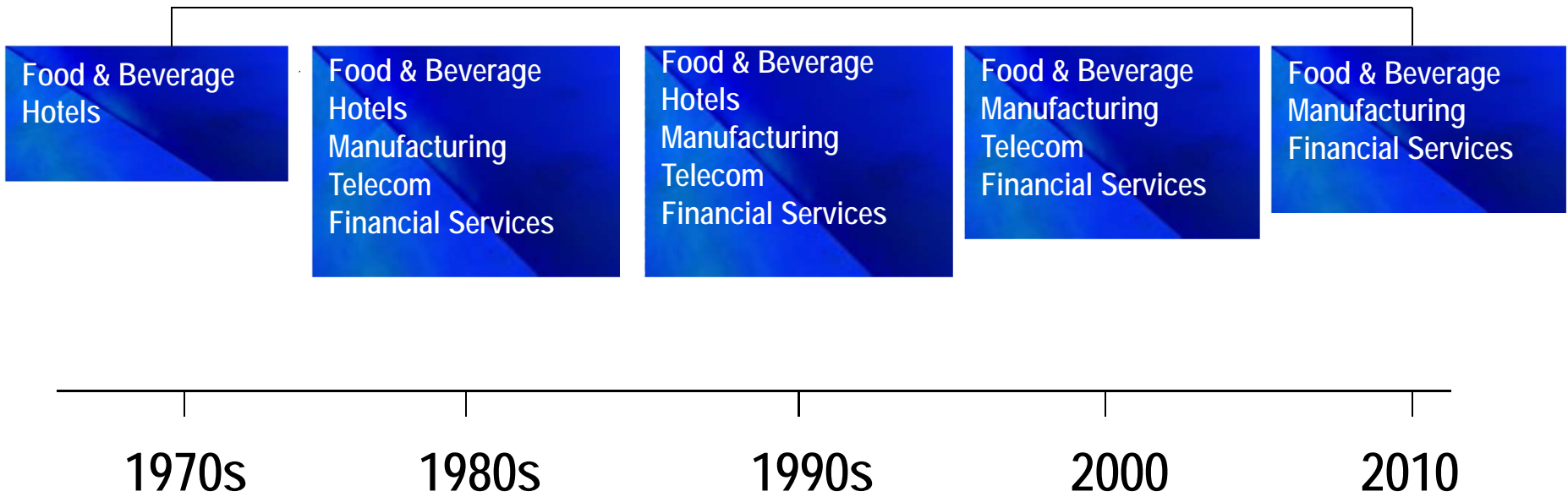
Madeco

Mkt Cap: US\$342 mln

- Manufacturer of copper & aluminum and flexible packaging products
- Main shareholder of French cable producer Nexans

Note: Based on market data as of December 30, 2010.

Focused Diversification

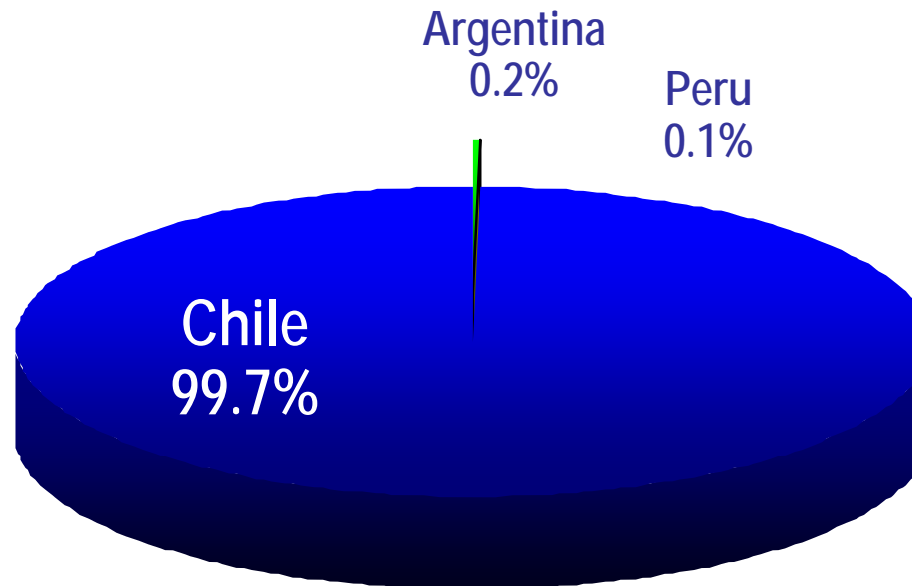


Chilean Conglomerate



Consolidated Assets by Country

US\$38.1 billion



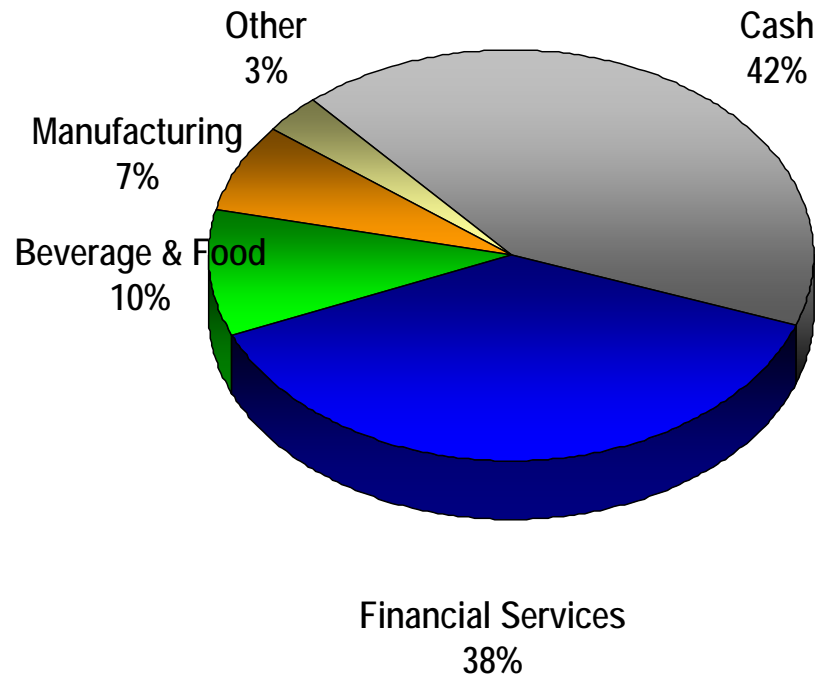
Note: Figures translated from Chilean pesos as of December 31, 2009, at exchange rate of: Ch\$507.10= 1US\$

**Consolidated assets are concentrated in Chile.
Investments abroad are all at the subsidiary level.**

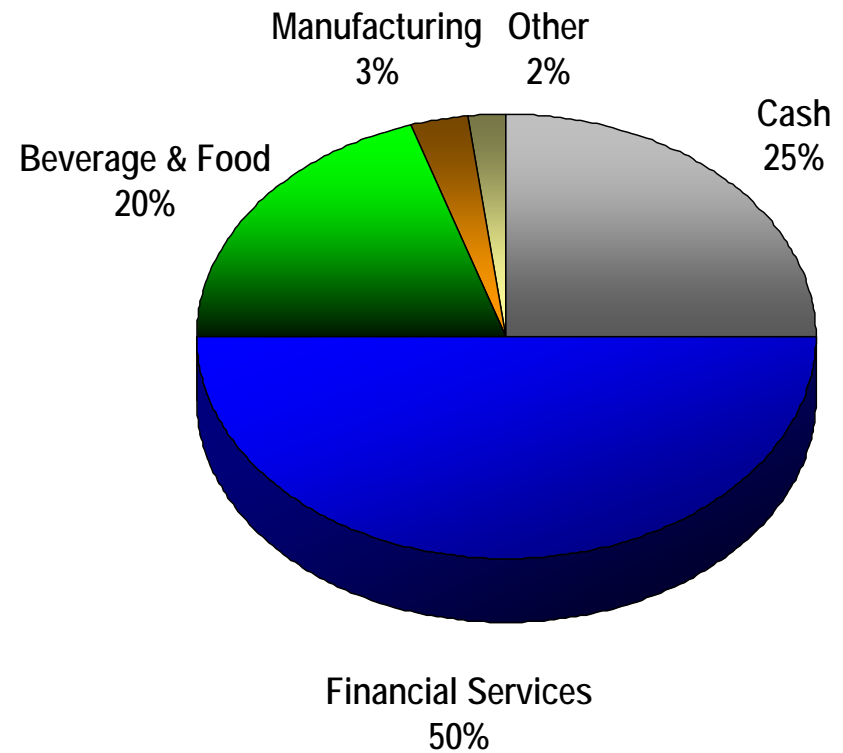
Holdings by Sector



Corporate Level Book Value (US\$3.5 bln)

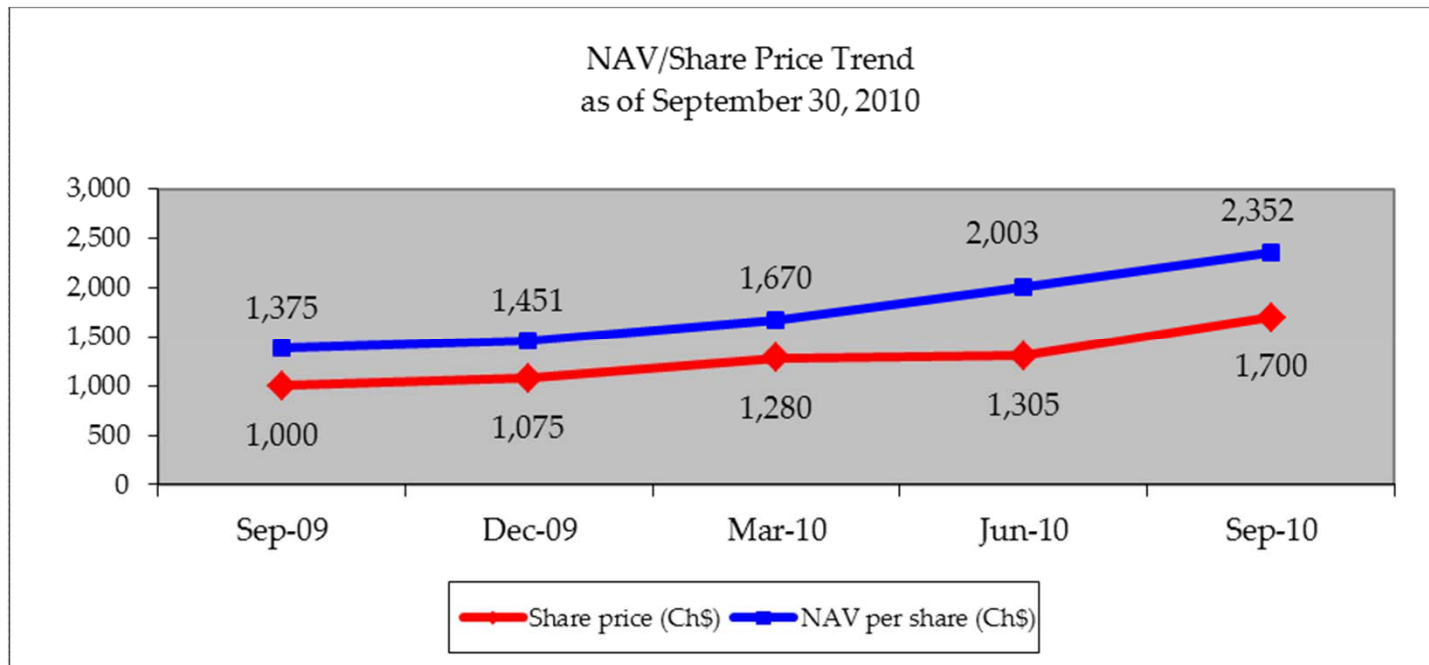


Net Asset Value (US\$5.6 bln)



Note: Market information and book values as of September 30, 2010

NAV & Share Price Trend



Note: Market information and book values as of September 30, 2010

NAV: US\$5.6 billion
Market Cap: US\$4.0 billion



Quiñenco – Investment Criteria



→ Brand & consumer franchise development potential

→ Sufficient critical mass

→ Prior operating or industry experience

→ Access to strategic partners/commercial alliances/
synergies

→ Growth platform or add-on acquisition potential

→ Controlling stakes

Quiñenco: World Class Strategic & Commercial Alliances



Nestlé

Good Food, Good Life

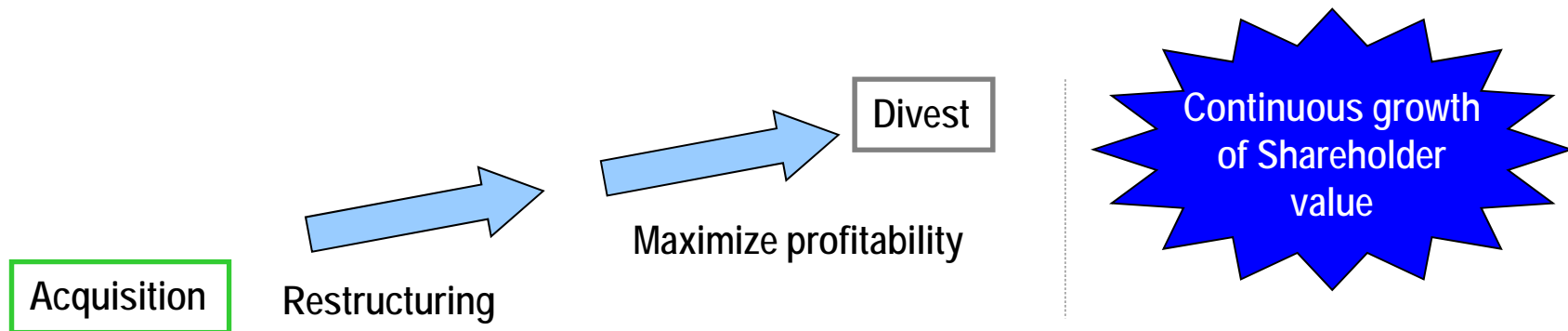


Quiñenco partners with world class players to develop its markets & products to take advantage of combined know-how, experience and financial capacity

Value Creation System

Value creation stems from:

- Acquisitions
- Restructurings
- Development & maximization of profitability of business portfolio
- Divestments



Quiñenco has developed a process of value creation through the professional management of its ownership interests

Corporate Level Transactions



In US\$ mlns

SECTOR	DIVESTITURE	YR SOLD	PROCEEDS	GAIN ON SALE
Financial Services	LQIF shares	2010	1,120.5	350.5
Telecom	Telsur shares	2010	118.3	18.0
Telecom	Entel shares	2009	101.7	68.2
Retail	D&S shares	2009	25.8	4.3
Telecom	Entel shares	2007	119.0	84.2
Retail	Paris/Cencosud	2005	146.7	56.1
RE/Hotels	Hotel Araucano	2005	7.2	(2.6)
Retail	Others	2005	30.5	4.8
Food & Beverage	Lucchetti Chile	2004	148.3	7.6
RE/Hotels	Hotel Carrera	2003	36.8	(12.4)
Telecom	Entel shares	2001	243.1	135.7
RE/Hotels	Plava Laguna	2001	53.1	3.5
Food & Beverage	Lucchetti Argentina	2001	49.1	(20.0)
Telecom	Entel shares	2000	31.9	20.8
Financial Services	OHCH	1999	867.1	450.9
Utility	Enersis shares	1999	106.3	19.9
Telecom	Hipercable	1999	370.5	214.4
Telecom	VTR Long Distance	1998	147.4	43.1
Telecom	Startel	1997	596.5	453.3
Utility	Endesa shares	1997	144.8	22.1
			4,464	1,922

Note: Figures translated from constant Chilean pesos as of September 30, 2010, at the exchange rate of: \$483.65= 1US\$

Periodic sales of assets also contribute to a healthy cash position

Acquisitions & Capital Increases



In US\$ mlns

ACQUISITIONS

Financial Services	2008	Banco de Chile	2.7%	90.5
Manufacturing	2008	Madeco	2.5%	12.0
Retail	2004	Almacenes Paris	11.4%	90.9
Retail	2004	Others	1.0%	25.4
Financial Services	2001	Banco de Chile	52.7%	1,158.5
Financial Services	1999	Banco Edwards	51.2%	554.3
Telecom	1999	Entel	14.5%	152.2
RE/Hotels	1999	Plava Laguna	39.4%	44.8
Telecom	1999	VTR	44.1%	244.2
Food & Beverage	1999	Lucchetti	10.2%	<u>17.1</u>
				2,389.9

CAPITAL INCREASES IN SUBSIDIARIES

Financial Services	2006 - 2009	Banco de Chile	255.0
Manufacturing	2000 - 2005	Madeco	173.7
Food & Beverage	1999 - 2003	Lucchetti	150.5
RE/Hotels	1998 - 2001	Habitaria/Carrera	<u>29.6</u>
			608.8

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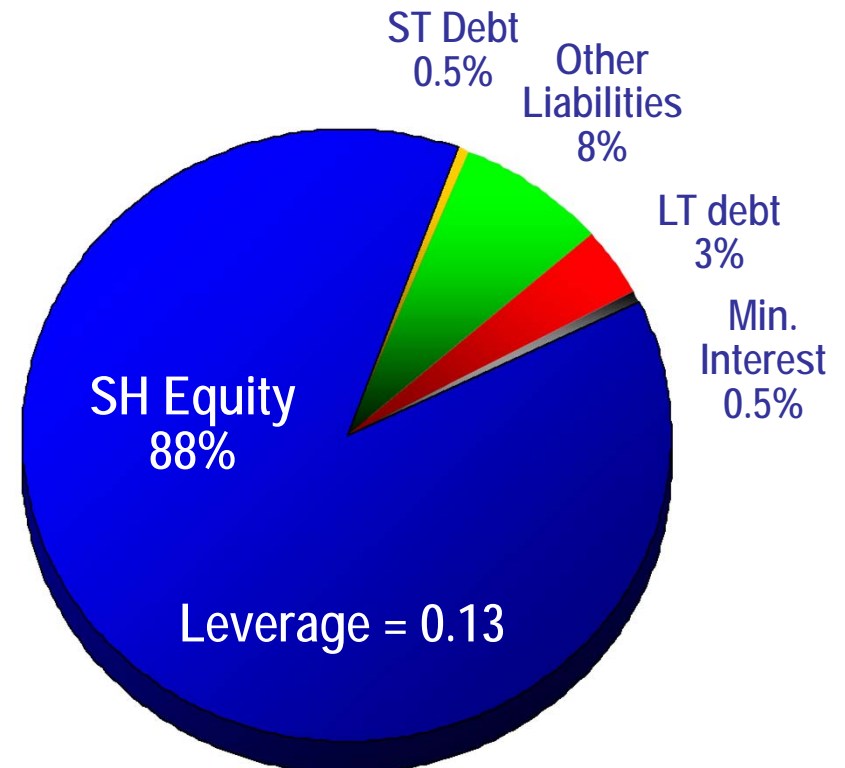
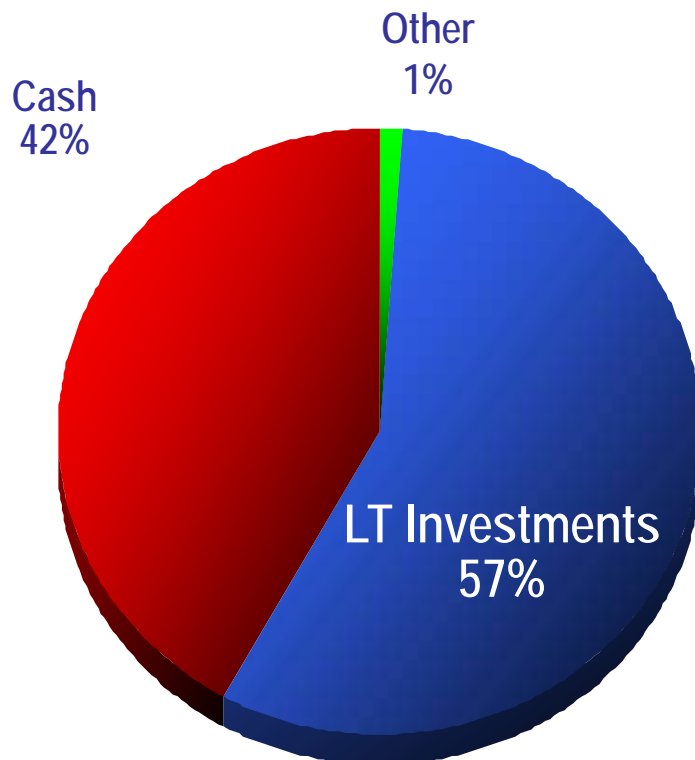
Proceeds from divestitures have contributed to fund acquisitions and capital increases for US\$3.0 billion

Healthy Financial Structure

Corporate Level

Assets
US\$3.5 billion

Liabilities and SH Equity
US\$3.5 billion



As of September 30, 2010

Long-term investments are financed with equity and long-term debt in Chilean pesos

Net Debt

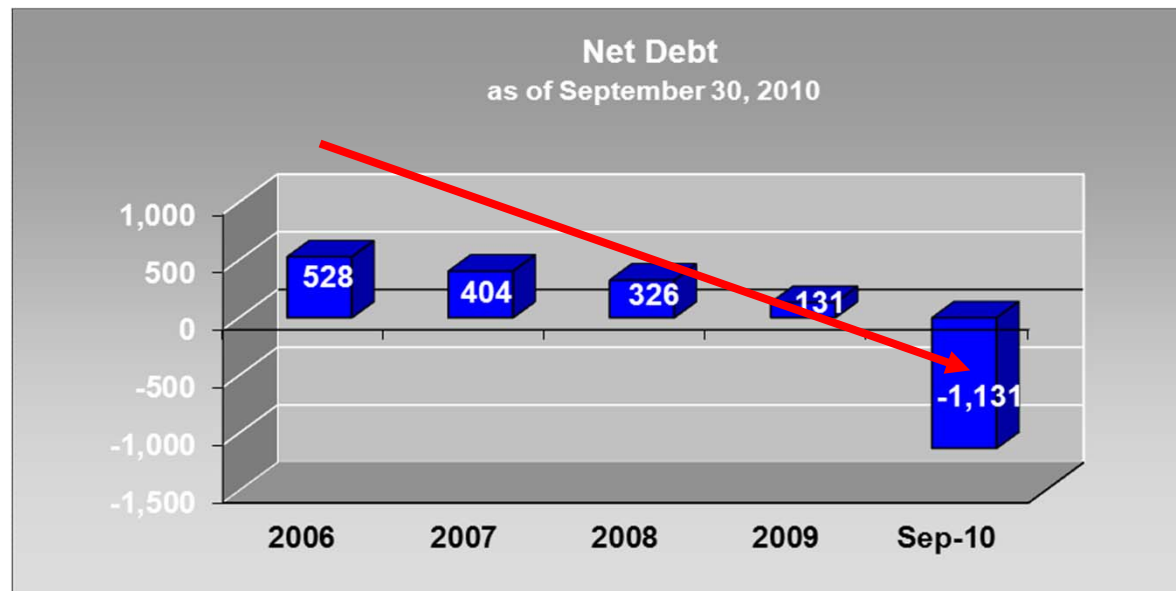


Corporate Level (adjusted)

In US\$ mlns

	2006	2007	2008	2009	Sep-10
Debt	739	753	436	345	348
Cash	-211	-349	-111	-214	-1,479
Net Debt	528	404	326	131	-1,131

* Adjusted for proportionate share of debt and cash of IRSA (50%), and of LQIF (67.04% in 2008 and 2009, 50% starting April 2010).



Note: Figures translated from nominal Chilean pesos at the exchange rate of: Ch\$483.65= 1US\$

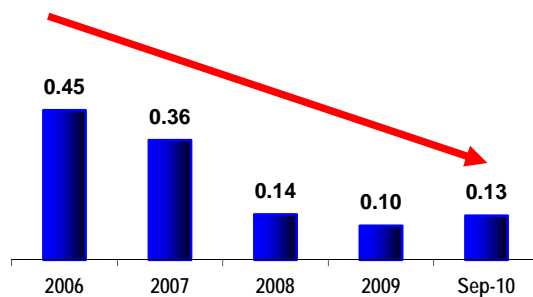
Asset disposals and strong dividend flow have allowed Quiñenco to reduce its debt significantly

Main Indicators Corporate Level

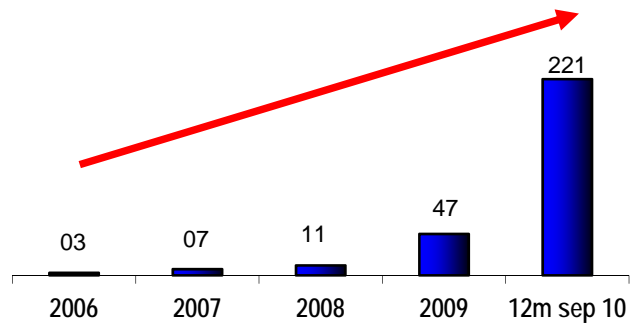


- Debt reduction has implied lower leverage
- High interest coverage
- Negative net debt

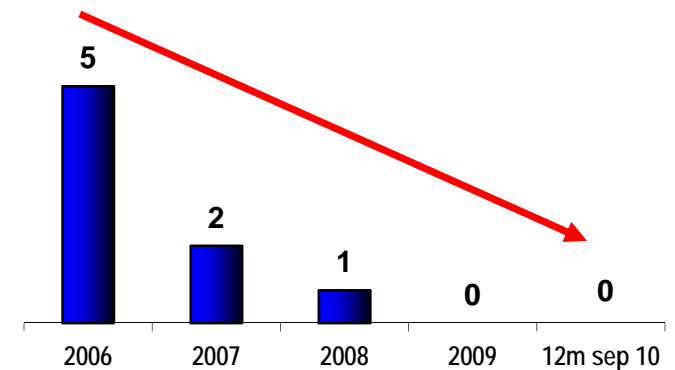
LEVERAGE *



INTEREST COVERAGE



YEARS TO PAY DEBT



* Leverage = Tot Liabilities / [Equity + Min Int]

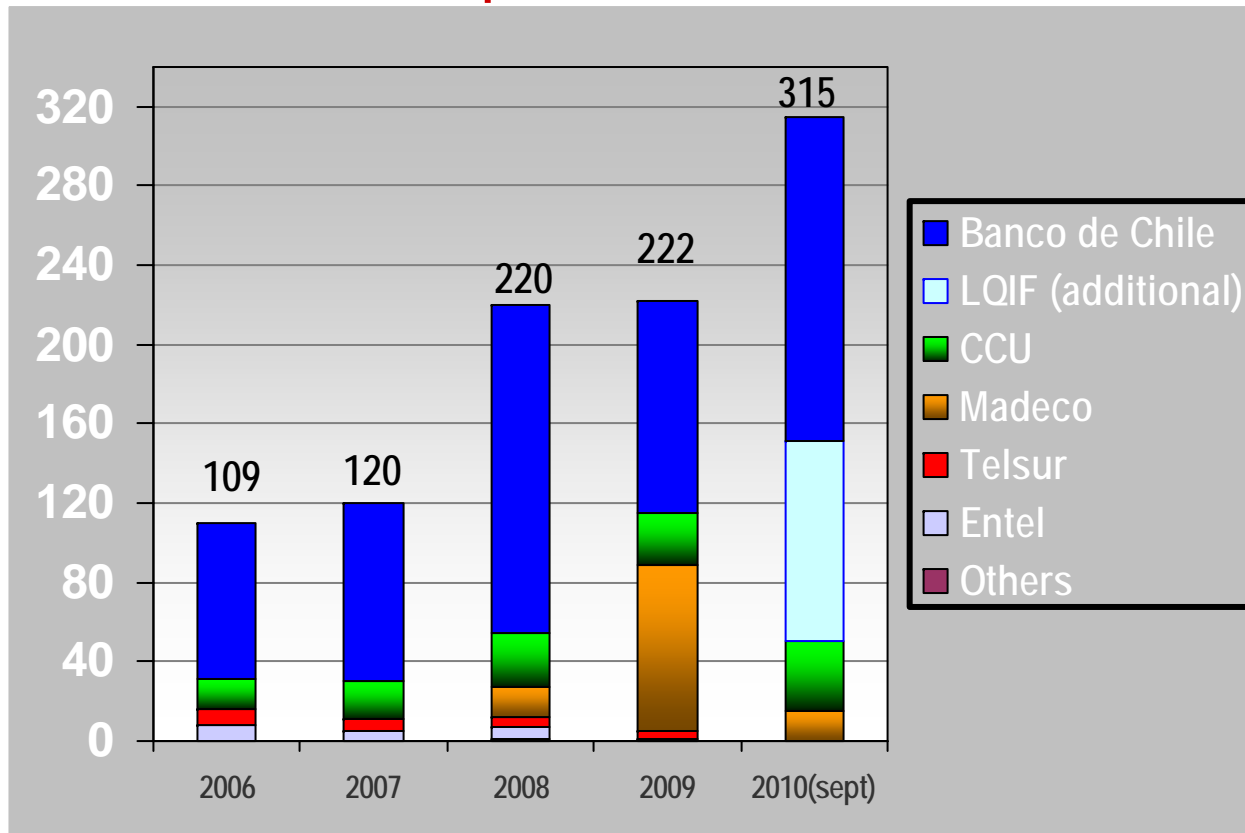
Quiñenco's healthy financial position lays the foundation for future growth

Dividend Cashflow



In US\$ mlns

Corporate Level



Note: Figures translated from nominal Chilean pesos at the exchange rate of : Ch\$483.65= 1US\$
Additional dividend paid by LQIF in 2010 in accordance with the Agreement between Quiñenco and Citigroup.

Good operating company performance allows
for a strong dividend flow to Quiñenco



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Telsur: Sold to GTD Manquehue



**Telefónica
del Sur**
Siempre más cerca

- Quiñenco signs agreement with GTD Grupo Teleducto on sale of 74.4% of Telsur on December 1, 2009.
- Price of Ch\$341.54 valued Telsur at **US\$156 million**, share of Quiñenco amounted to **US\$113 million***.
- Transaction reported Quiñenco a gain of **US\$17 million*** in the first quarter of 2010.
- Public Offering completed successfully in January, 2010, reaching 96.37% of total shares.
- Telsur formed part of the Luksic Group for almost three decades.



* Figures translated from nominal Chilean pesos at the exchange rate of : Ch\$507.10= 1US\$

Citigroup exercises options in LQIF



- Citigroup exercises both options, reaching a share of 50.0% of LQIF
- Options materialized on April 30, 2010 with payment of US\$1 billion in cash.
- During 2Q 2010 Quiñenco reported a pre-tax gain of US\$310 million arising from exercise of first option, and an increment in equity, net of taxes, of US\$241 million due to the exercise of the second option.
- Strategic alliance with Citigroup complements the Bank's financial services of excellence for its customers and gives access to one of the most important financial platforms in the world.





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Contribution to Quiñenco's Net Income by Segment



In US\$ mlns

	09/30/2009	09/30/2010	% Change
Financial	328.9	494.7	50%
Beer & other	158.4	389.6	146%
Consolidated Net Income	487.4	884.3	81%
Minority Interest	(213.8)	(337.3)	58%
Net Income attributable to Controller	273.6	547.0	100%

YTD Sept 2010 Highlights

- **Financial:** Boosted by Banco de Chile's positive results reflecting an improved economic outlook leading to loan growth and reduced provisions for loan losses.
- **Beer & Other:** Sale of Telsur generates profit of MUS\$16 in 1Q and Citigroup's exercise of its options in 2Q generated a pre-tax gain of MUS\$310 and net equity increment of MUS\$241, all at the Corporate level. Gains from negative inflation in 2009 become losses in 2010 with positive inflation. CCU's operating income grew by 19%, boosted by sales volume growth in all business segments. Net income, however, was lower than 2009 mainly due to a non-recurring gain registered that year. Madeco's improved operating income, reflecting sound performance of the flexible packaging unit, was offset by lower non-operating results.



Ch\$700 billion in Cash

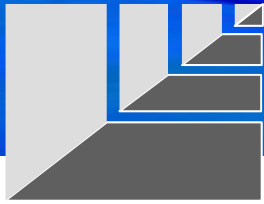
Corporate Level

- Significant liquidity grants flexibility to take investment opportunities
- 100% of the funds are invested in Chile in debt instruments, denominated in local currency, with an average duration of less than a year.
- Investment portfolio includes repurchase agreements, notes issued by the Central Bank, and time deposits in banks.

After the transactions with Citigroup and GTD Manquehue, Quiñenco has significant funds available



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Banco de Chile



Financial Services

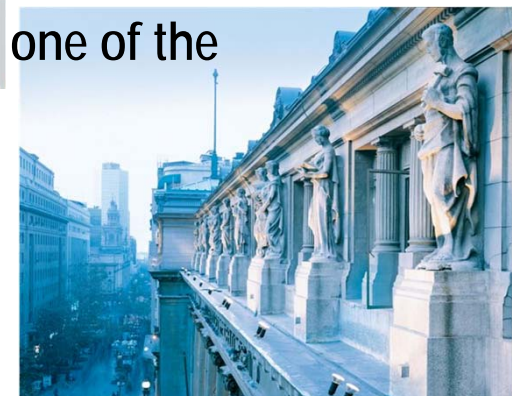


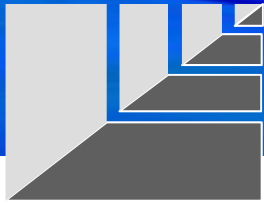
- Established in 1893, Banco de Chile has a highly recognized name in Chile
- 2nd largest bank in the Chilean financial system
- One of the most profitable banks in terms of return on assets and equity
- Assets of US\$34.4 billion
- Over 14,000 employees
- Nationwide network of 398 branches and 1,588 ATMs
- Traded on the NYSE, LSE, Latibex and Santiago Stock Exchanges
- Merged with Citibank Chile on January 1st, 2008
- Strategic alliance with Citigroup complements the Bank's financial services of excellence for its customers and gives access to one of the most important financial platforms in the world.



	Mkt Share	Mkt Size
Loans	18.7%	US\$151 billion
Deposits	18.5%	US\$127 billion

BANCO EDWARDS | **citi**
del Banco de Chile



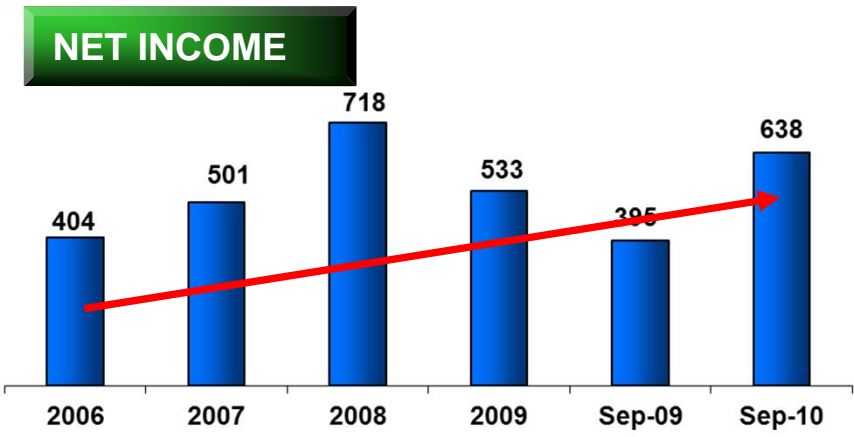
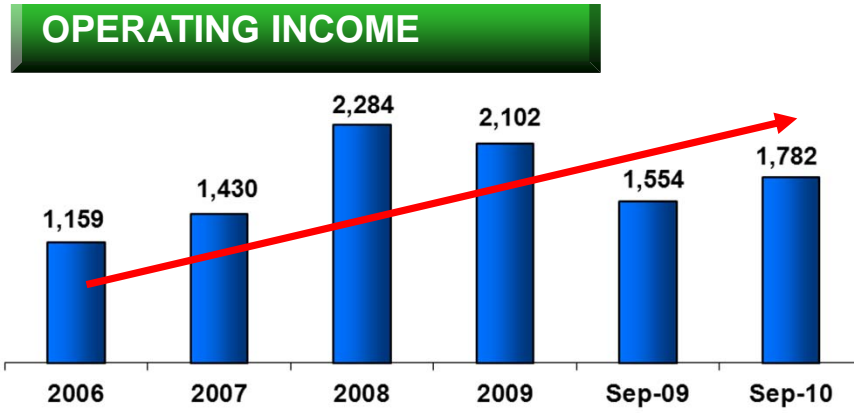
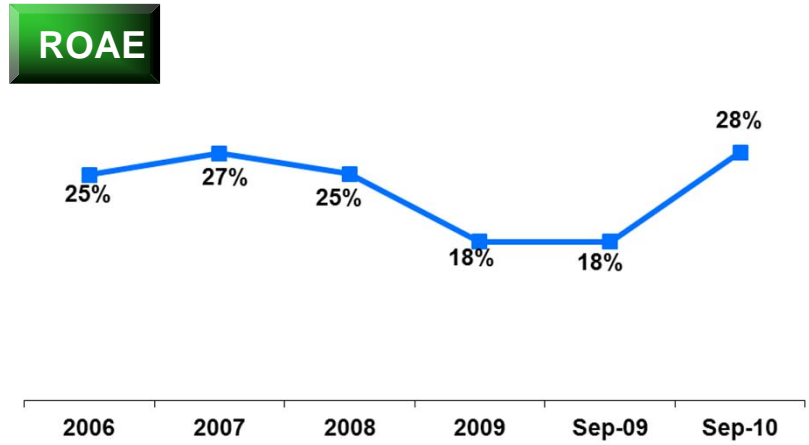


Banco de Chile

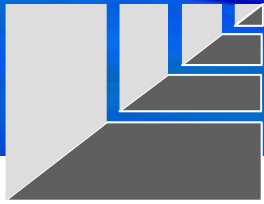


Financial Services (MUS\$, as of September 30, 2010)

- YTD 2010 operating income increased 15% reaching MUS\$1,782 due to improved economic conditions and the favorable effect of positive inflation
- Net income as of September 2010 was MUS\$638, 61% above 2009 results
- Loan portfolio grew 8.4% over the past twelve months
- ROAE = 28%, one of the highest in the Chilean financial system



Note: Figures translated from nominal Chilean pesos at the exchange rate of : Ch\$483.65= 1US\$

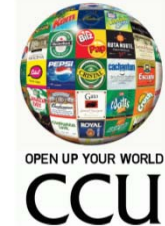


CCU

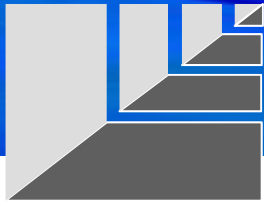


Beverage & Food

- Founded in 1850, CCU is the largest brewery and beverage producer in Chile, and the second brewery in Argentina.
- Assets of US\$2.2 billion.
- Over 5,300 employees.
- 18 facilities in Chile.
- 4 facilities in Argentina.
- Extensive distribution network reaching over 90,000 sales points throughout Chile.
- Jointly controlled with Heineken, 2nd largest brewery worldwide.
- Affiliate Foods participates in sweet snack business
- Entered purified water segment through joint venture with Nestlé S.A.
- Viña San Pedro merged with Viña Tarapacá
- Traded on NYSE and Santiago Stock Exchanges



	Ranking	Mkt Share
Beer in Chile	1	85%
Beer in Argentina	2	22%
Soft drinks	3	24%
Juices & Nectars	1	57%
Mineral Water	1	60%
Wine in Chile	2	23%
Wine exports	2	12%
Pisco	2	48%



CCU

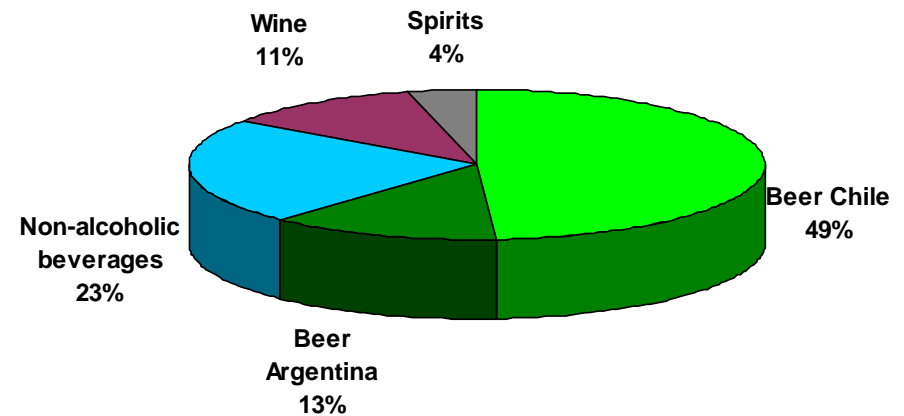


Beverage & Food

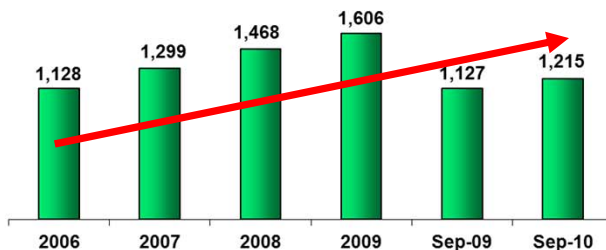
(MUS\$, as of September 30, 2010)

- Sales grew **8%** during the first nine months of 2010 to **MUS\$1,215** boosted by growth in sales volumes
- Net income for the period reached **MUS\$153**, 23% less than the previous period, due to lower non-operating results, which in 2009 include a non-recurring gain on the sale of 29.9% of Aguas CCU to Nestlé.
- EBITDA was **MUS\$298**, increasing by **15%** from 2009

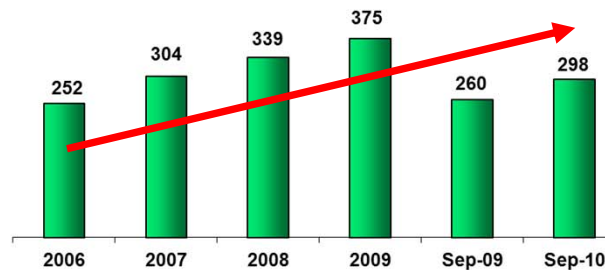
EBITDA by Business Segment
YTD September 2010



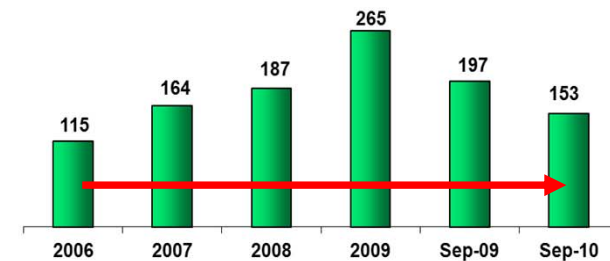
SALES



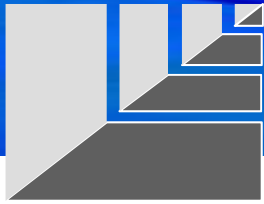
EBITDA



NET INCOME



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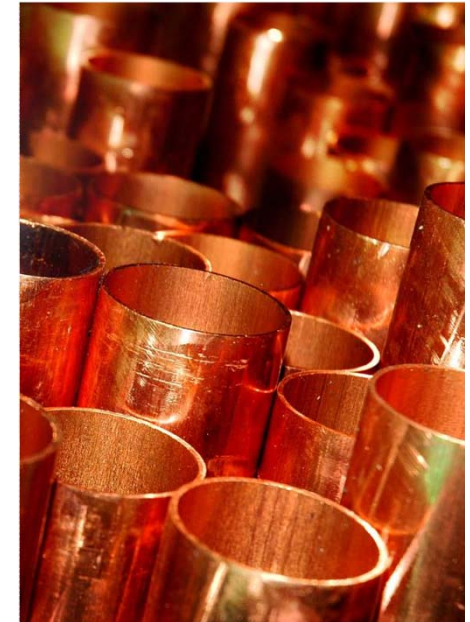
Madeco

Manufacturing

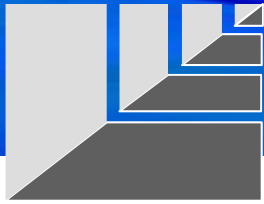


MADECO

- Founded in 1944, Madeco is the main Latin American manufacturer of copper and aluminum products as well as flexible packaging.
- Global presence through exports of a variety of copper and aluminum products to the North American and European markets with over 3,000 customers.
- 12 facilities in Chile, Argentina and Peru
- Assets of US\$728 million
- Approx. 2,400 employees
- Annual sales volumes of 50,000 tons.
- Traded on Santiago Stock Exchange
- Historic agreement with French cable producer Nexans closed in Sept. 2008
- Madeco is now the main shareholder of Nexans with one director on its Board and a 9.2% share.



	Ranking	Mkt Share
Flex. Packaging Chile	1	32%
Flex. Packaging Peru	1	58%
Flex. Packaging Arg.	3	8%
Brass mills Chile	1	58%
Alum. Profiles Chile	1	51%



Nexans

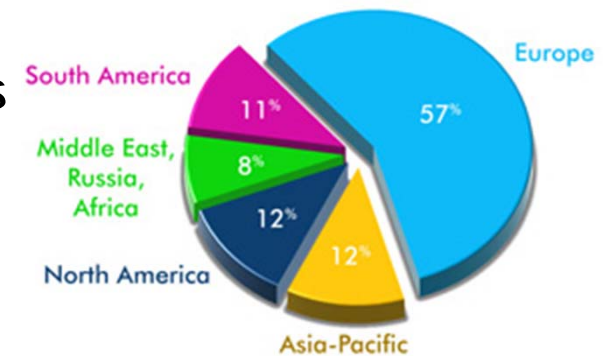


Manufacturing

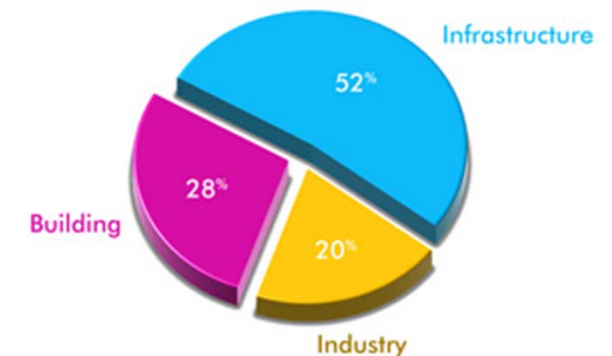


- Nexans is the worldwide leader in the cable industry with presence in 39 countries and commercial activities worldwide, after over a century of progress.
- Headquartered in Paris, France, Nexans produces cables and cabling systems at more than 90 production sites across 5 continents.
- 2009 sales of 5.0 billion Euros.
- 22,700 employees
- Nexans is listed on Euronext Paris.

2009 Sales by Origin



2009 Sales by Key-end Markets



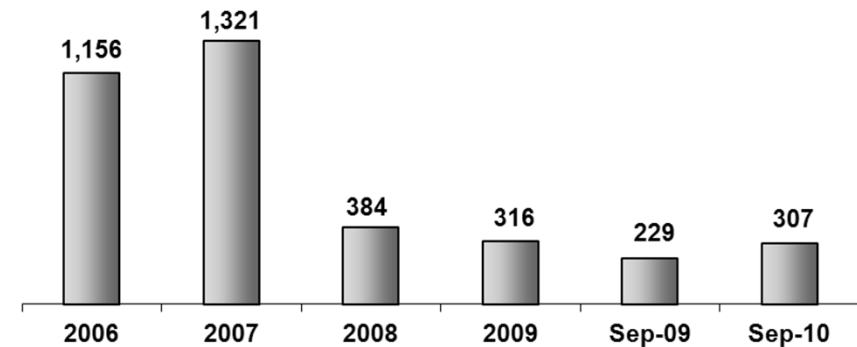


Manufacturing

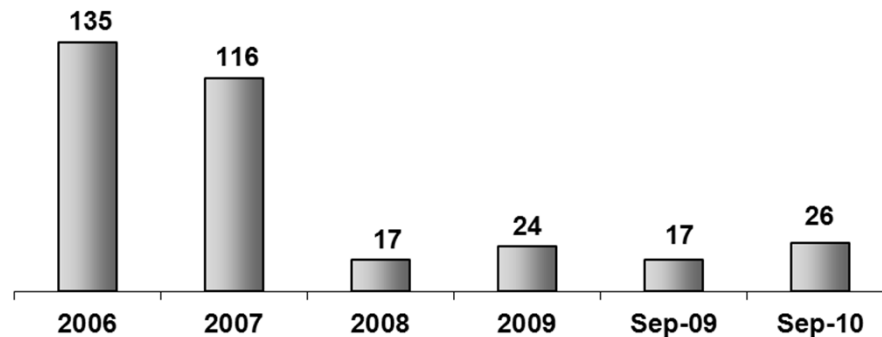
(MUS\$, as of September 30, 2010)

- Sales as of Sept 2010 grew by **34%** to **MUS\$307** boosted by brass mills and flexible packaging.
- Net gain was **US\$6.5 thousand** due to a lower non-operating result that offset higher operating income during the period.

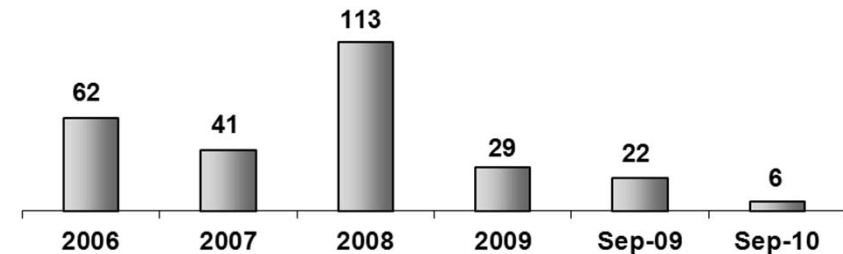
SALES



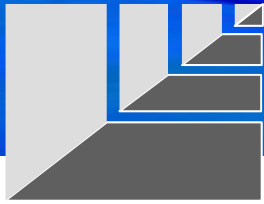
EBITDA



NET INCOME



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General Outlook for Quiñenco



Portfolio Optimization

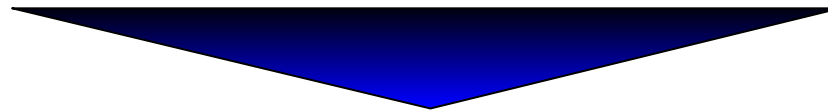
- Good performance of main operating companies should contribute to sustained dividend upflow

Healthy Financial Structure

- Sound financial indicators
- Well structured Balance Sheet
- AA- local rating

Negative Net Debt

- High Cash levels
- Current debt levels allow further leveraging



These factors contribute to Quiñenco's ability to pursue and undertake **new investment opportunities**:
our **Main Task** at present



Highlights



- Proven track record and experience in core business segments
- Agility and financial strength allows Quiñenco to take advantage of business opportunities as they arise
- Strong shareholder group
- Diversified Chile risk
- Ability to attract strategic partners and commercial alliances contributes to development of world class products and services
- Extensive business network
- Successful execution of acquisitions and financing
- Attractive record of gains on investment disposals

These attributes contribute to the systematic
creation of shareholder value



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Thank you for your attention