



QUIÑENCO S.A.

Company Presentation / November 2016



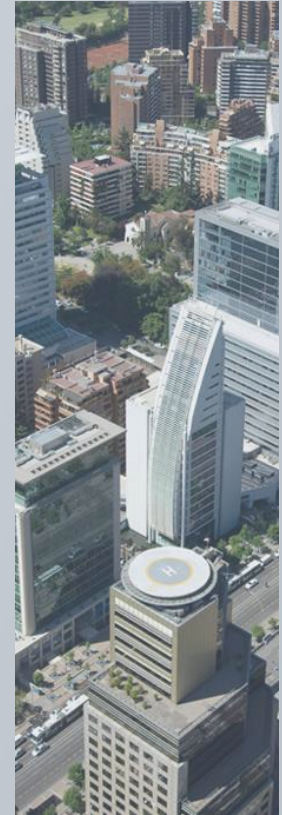
## Quiñenco Overview



## Financial Overview



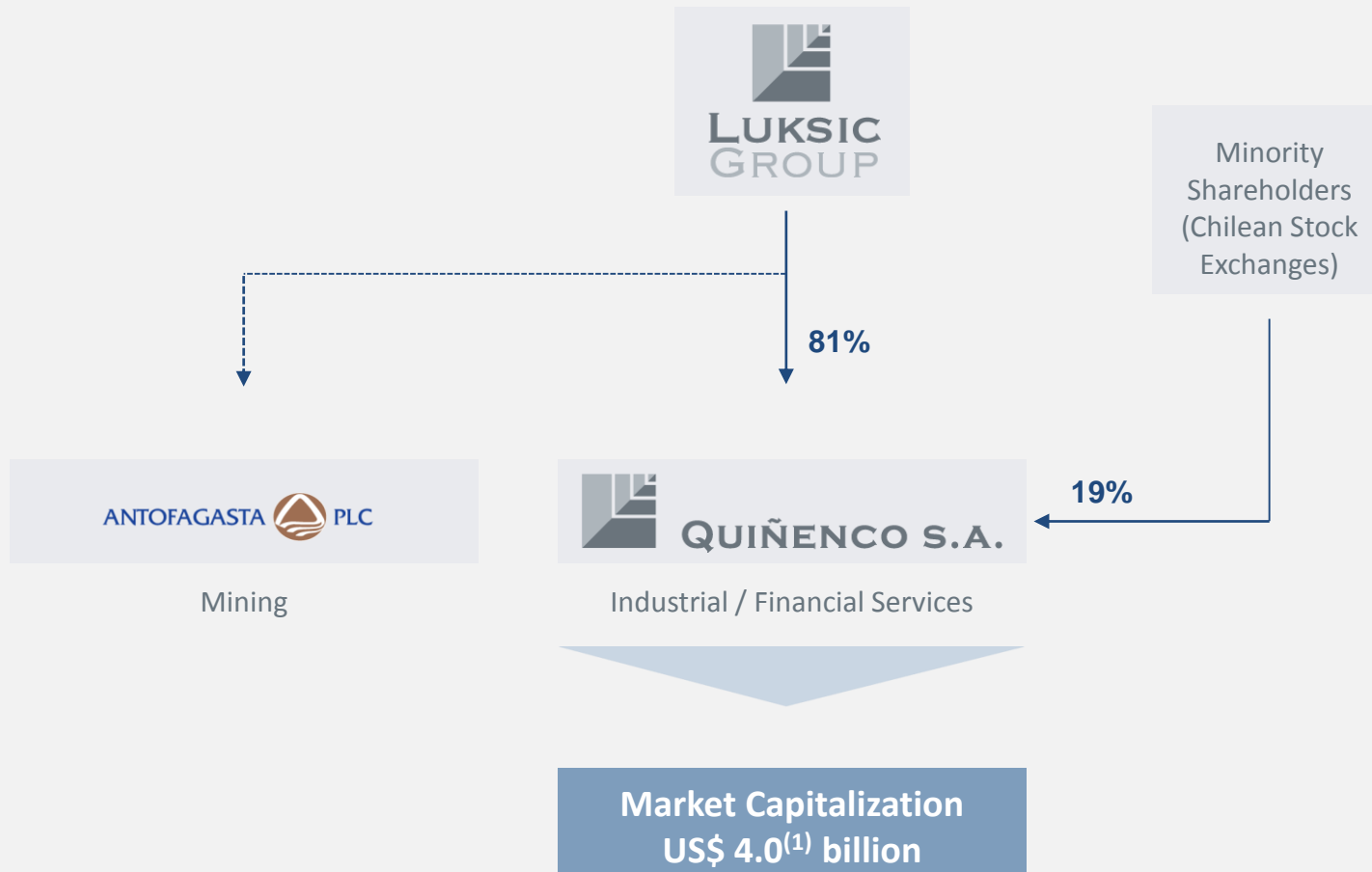
## Recent Events



## Conclusions



# Ownership Structure



<sup>(1)</sup> Market Capitalization as of November 2, 2016



# Quiñenco

## Diversified business conglomerate



**Banco de Chile**

**CCU**  
Un mundo de sabores

**Nexans**

**Techpack**

**ENEXX**  
MOVEMOS CHILE

**CSAV**  
Sud Americana de Vapores

**Hapag-Lloyd**








**saam**

- Quiñenco is one of Chile's largest business conglomerates with US\$67 billion in assets under management
- Companies managed by Quiñenco generated sales revenue of US\$24 billion in 2015
- The Quiñenco group of companies employs around 68,000 people in Chile and abroad

# Quiñenco: Main Operating Companies



% Control as of June 2016

51.2%	60.0%	28.8% <sup>(2)</sup>	65.9% <sup>(3)</sup>	56.0%	50.8%	100%
						
Mkt.Cap <sup>(1)</sup> : US\$ 11.6 bln	Mkt.Cap <sup>(1)</sup> : US\$ 3.9 bln	Mkt.Cap <sup>(1)</sup> : US\$ 2.4 bln	Mkt.Cap <sup>(1)</sup> : US\$ 200 mln	Mkt.Cap <sup>(1)</sup> : CSAV: US\$ 600 mln HL <sup>(4)</sup> : US\$2.3 bln	Mkt.Cap <sup>(1)</sup> : US\$ 830 mln	US\$ 830 mln <sup>(5)</sup>
<ul style="list-style-type: none"> <li>• 1st bank in Chile in net income and profitability</li> <li>• Jointly controlled with Citigroup</li> </ul>	<ul style="list-style-type: none"> <li>• No.1 Chilean beer producer</li> <li>• One of the main beverage producers in Chile</li> <li>• 2nd largest beer producer in Argentina</li> <li>• Jointly controlled with Heineken</li> </ul>	<ul style="list-style-type: none"> <li>• Global leading French cable manufacturer, with presence in 40 countries and business activities throughout the world</li> </ul>	<ul style="list-style-type: none"> <li>• On May 31, 2016, regional flexible packaging business sold to Amcor</li> </ul>	<ul style="list-style-type: none"> <li>• Main business is container shipping, through Hapag-Lloyd, one of the main container shipping companies worldwide</li> </ul>	<ul style="list-style-type: none"> <li>• Leading port, cargo &amp; shipping services company: port concessions, tug boats, and logistics</li> <li>• Second port operator in South America</li> <li>• 4th largest tug boat company worldwide</li> </ul>	<ul style="list-style-type: none"> <li>• No.2 retail distributor of fuels in Chile with 465 service stations and 130 convenience stores</li> <li>• Shell licensee in Chile</li> <li>• Presence in industrial segment</li> </ul>

(1) Market Capitalization as of November 2, 2016.

(2) Corresponds to Invexans' stake in Nexans as of June 30, 2016. Quiñenco's stake in Invexans was 98.6% as of June 30, 2016. Invexans' market cap as of November 2, 2016, was US\$343 million.

(3) As of November 2, 2016, Quiñenco's stake in Techpack increased to 98.98% upon completion of Tender Offer.

(4) CSAV had a 31.35% stake in Hapag-Lloyd as of June 30, 2016.

(5) Book value as of June 30, 2016.



## Board of Directors



Andrónico Luksic C. Chairman	Jean-Paul Luksic F. Vice Chairman	Nicolás Luksic P. Director	Andrónico Luksic L. Director	Fernando Cañas B. Director	Gonzalo Menéndez D. Director	Hernán Büchi B. Director	Matko Koljatic M. Director
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## Senior Management

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"><li>• Francisco Pérez Mackenna<br/>Chief Executive Officer</li><li>• Rodrigo Hinzpeter Kirberg<br/>Chief Counsel</li><li>• Carolina García de la Huerta Aguirre<br/>Corporate Affairs and Communications Manager</li></ul> | <ul style="list-style-type: none"><li>• Luis Fernando Antúnez Bories<br/>Chief Financial Officer</li><li>• Pilar Rodríguez Alday<br/>Investor Relations Manager</li><li>• Alvaro Sapag Rajevic<br/>Sustainability Manager</li></ul> | <ul style="list-style-type: none"><li>• Pedro Marín Loyola<br/>Performance Control Manager and Internal Auditor</li><li>• Andrea Tokman Ramos<br/>Chief Economist</li><li>• Davor Domitrovic Grubisic<br/>Senior Attorney</li><li>• Oscar Henríquez Vignes<br/>General Accountant</li></ul> |
|--|---|---|



# Over 50 Years of History



## 1957 - 1999

**1957**

Sociedad Forestal Quiñenco S.A is created.

**1960's**

Empresas Lucchetti S.A. and Forestal Colcura S.A. are added to its scope of activities.



**1970's**

Hoteles Carrera S.A. is added to Quiñenco.

**1980's**

Acquisition of shares of Banco O'Higgins and of Banco de Santiago.

Controlling shares of Madeco and of Compañía Cervecerías Unidas are acquired.



**1990's**

The OHCH group is established, to later control Banco de Santiago in 1995.

Quiñenco is established as the financial and industrial parent company of the Group.

Quiñenco's subsidiary VTR sells 100% of mobile phone company, Startel, to CTC.

Quiñenco sells stake in OHCH, later acquiring 51.2% of Banco de A. Edwards and 8% of Banco de Chile.

Quiñenco sells its stake in VTR Hipercable. It then buys a 14.3% stake in Entel S.A.

**BANCO EDWARDS**

**Banco de Chile**



## 2000 - 2012

**2000's**

Quiñenco becomes the controller of Banco de Chile.

Banco de Chile and Banco Edwards are merged.

Quiñenco divests Lucchetti Chile, then buys Calaf through a joint venture with CCU.

Quiñenco buys 11.4% of Almacenes París, later sold off with profits.

Banco de Chile and Citibank Chile merge on January 1st.

Historical transaction between Madeco and French cable producer Nexans.

Sale of Entel shares.



**2010**

Quiñenco divests Telsur.

Citigroup exercises its options for 17.04% of LQIF, controlling entity of Banco de Chile, reaching 50% share.

**2011**

Quiñenco acquires a 20.6% stake in shipping company CSAV.



Madeco signs agreement with Nexans and increases its stake up to 19.86%.

Quiñenco acquires Shell's assets in Chile.



**2012**

Quiñenco carries out capital increase of US\$500 million.

Quiñenco increases stake in CSAV to 37.44%. SAAM spin-off from CSAV in February. SM SAAM created as parent company of SAAM. Quiñenco's stake in SM SAAM is also 37.44%

## 2013 - 2015

**2013**

Quiñenco increases stake in Madeco to 65.9%.

Madeco divided in Invexans and newco Madeco.

Enx acquires Terpel for US\$240 million.

Quiñenco increases stake in CSAV to 46% and in SM SAAM to 42.4%.

Quiñenco capital increase of US\$700 mln.

**2014**

LQIF carries out a secondary offering selling 6.7 bln shares, reducing stake in Bco Chile to 51%.

**Banco de Chile**

CSAV and Hapag-Lloyd merge container ship businesses. CSAV's initial 30% stake in HL increases to 34% after capital increase at HL.

**Hapag-Lloyd**

SAAM starts joint operations with SMIT Boskalis in tugboats.

Invexans and Nexans end agreement.

Techpack (ex-Madeco) acquires HYC Packaging and sells Madeco brand to Nexans in US\$1 mln.

**2015**

Quiñenco launches Tender Offer for 19.55% of Invexans, increasing its stake to 98.3%.

Quiñenco increases its stake in CSAV to 55.2% after subscribing capital increase.

Techpack acquires 24% of Alusa, reaching 100% ownership.

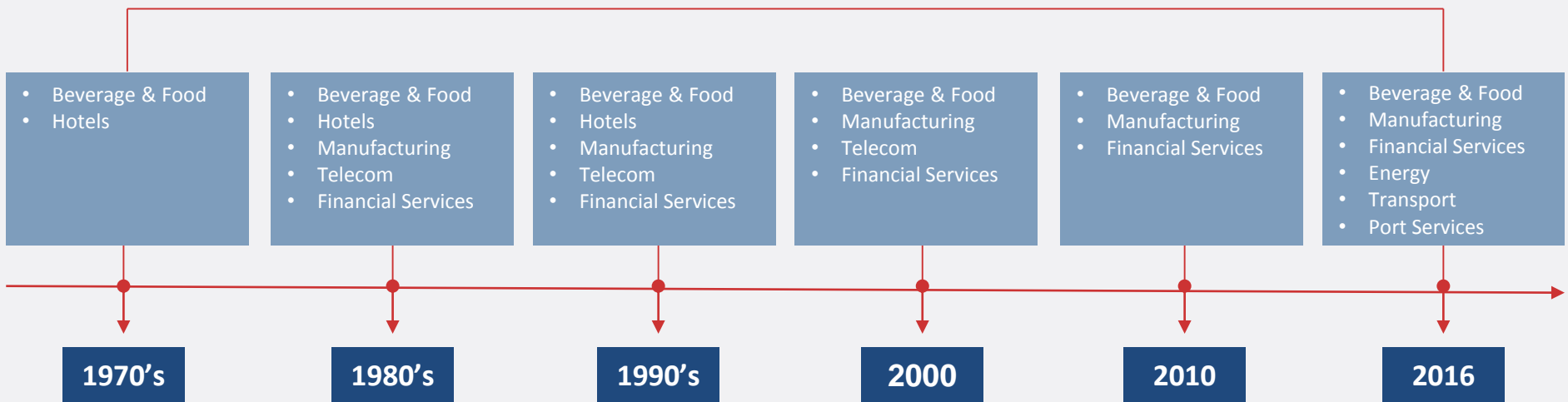
CCU sells Natur and Calaf to Carozzi, and establishes joint operation in powdered juices.

SM SAAM adds TISUR port in Peru to its portfolio.

Hapag-Lloyd carries out IPO raising US\$300 million.



QUIÑENCO S.A.



During its history Quiñenco has tended to invest in sectors where it has a recognized track-record and experience in the industry







QUIÑENCO S.A.



# World Class Strategic & Commercial Alliances



## Beverage & Food



Good Food, Good Life



## Energy



## Manufacturing



## Financial



## Port Services



## Transport



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





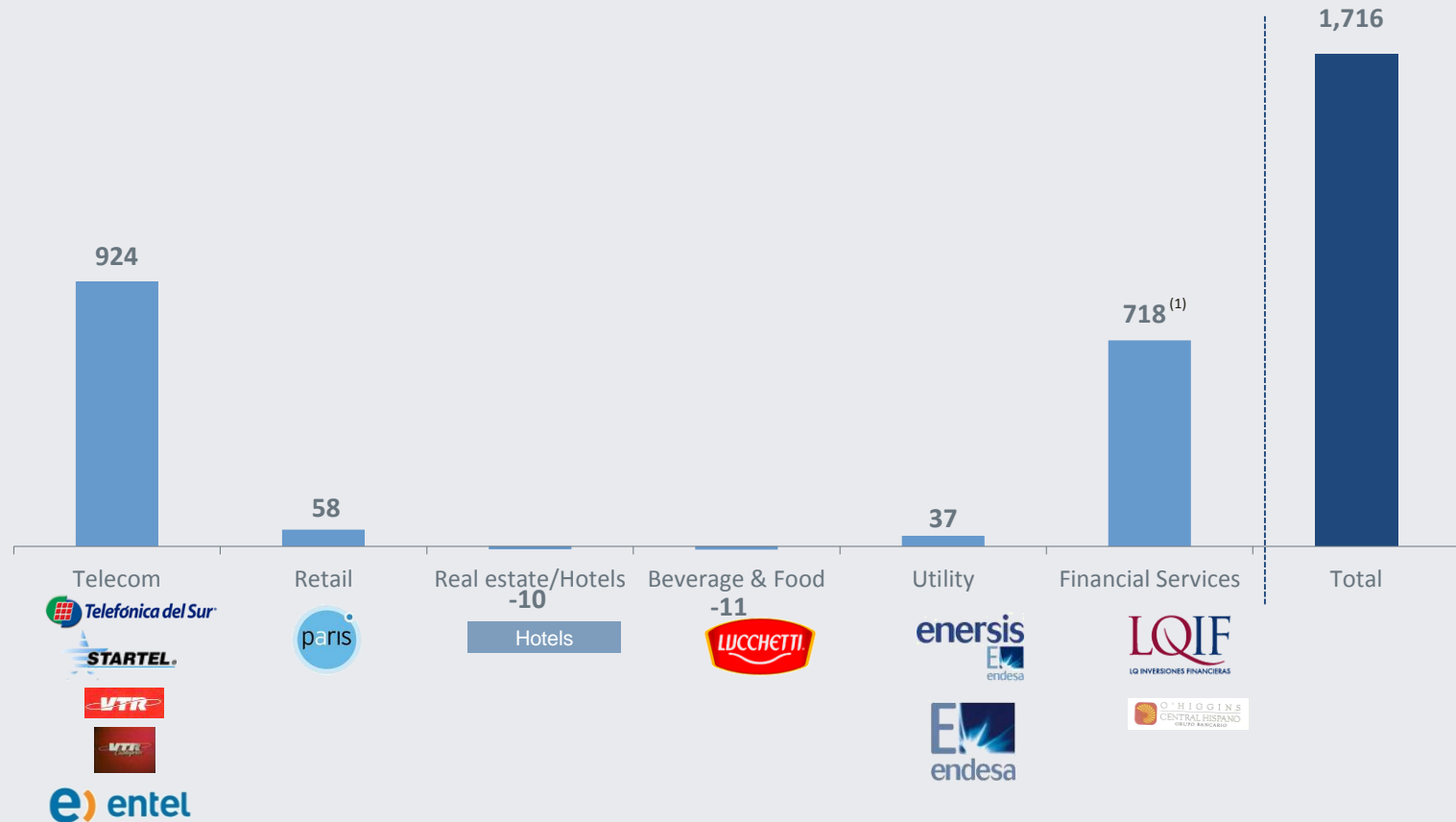
Quiñenco has developed a value creation system through the professional management of its investments . . .



# Corporate Level Transactions



... which has led to various transactions throughout its history, generating US\$1.7 billion in profits over the last 19 years from divestments of US\$4.0 billion



Note: Figures translated from constant Chilean pesos at the exchange rate as of June 30, 2016, of Ch\$661.37= 1US\$

<sup>(1)</sup> Includes the gain generated by Citigroup's first option for 8.52% share of LQIF, before taxes. The second option for an additional 8.52% generated an increment in equity of US\$285.8 million, after taxes.



# Strong Growth in NAV



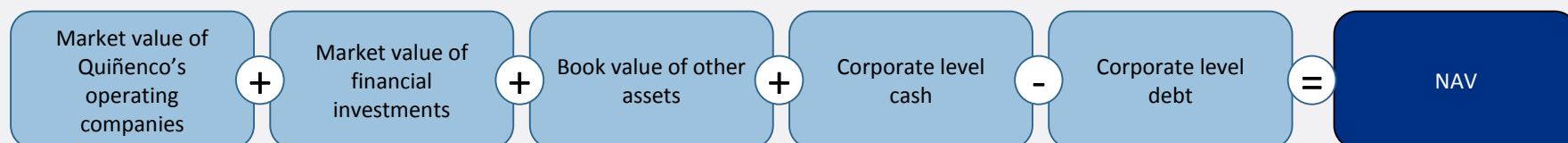
Over the past 12 years, the net value of Quiñenco's assets has grown at an average compound annual rate of 10%<sup>(1)</sup>

## Quiñenco - NAV<sup>(1)</sup>

(MUS\$)



The Net Asset Value has been calculated as follows:



Note: Figures in millions of US\$ translated from Chilean pesos at the observed exchange rate (published by the Central Bank) on the working day following the close of each period.

(1): From 2003-2015








(2): Includes ENEX at book value

Source: Bloomberg, Quiñenco and subsidiaries

# Leading Market Positions



The company's investment strategy allows it to maintain a leading position in all of its business areas and product segments

Business	Industry	Product	Ranking <sup>(1)</sup>	Market Share <sup>(1)</sup>
	Financial Services	Loans	2	18%
		Deposits	1	23%
	Beverages	Chile (non-alcoholic and alcoholic beverages) <sup>(2)</sup>	-	42%
		International segment (beer, cider, soft drinks and mineral water) <sup>(3)</sup>	-	18%
		Wine <sup>(4)</sup>	-	18%
	Manufacturing	Cables (Worldwide)	2	-
	Energy	Fuels	2	19%
		Service stations	2	24% <sup>(5)</sup>
 	Transport	Container shipping (Worldwide)	4	-
	Port & Shipping Services	Port operator (South America)	2	-
		Tug boats (Worldwide)	4	-

(1): Ranking and Market Share as of December 2015

(2): Excludes HOD

(2): Includes mineral, purified and flavored water

(3): Includes beer and cider in Argentina, carbonated soft drinks and mineral water in Uruguay.

(4): Domestic and export wines from Chile, 2015 market size based on CCU's estimations. Excludes bulk wine.

(5): Corresponds to share in total volume. Enx's share in number of service stations was 29% at year end.

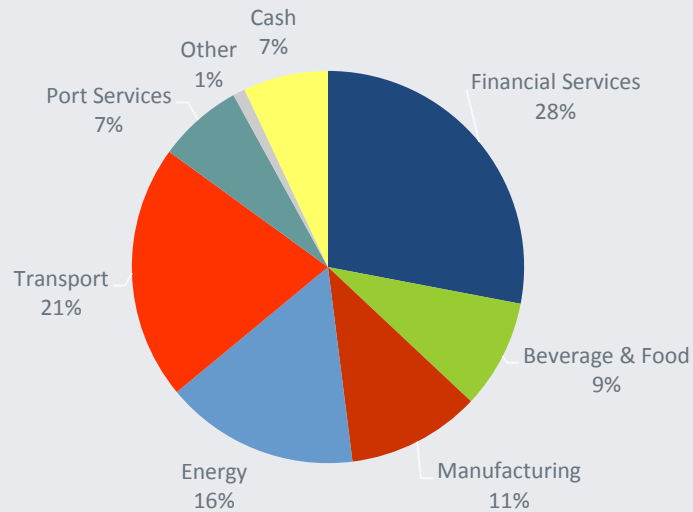
Source: Quiñenco and subsidiaries



## Becoming one of the most diversified holding companies in Chile

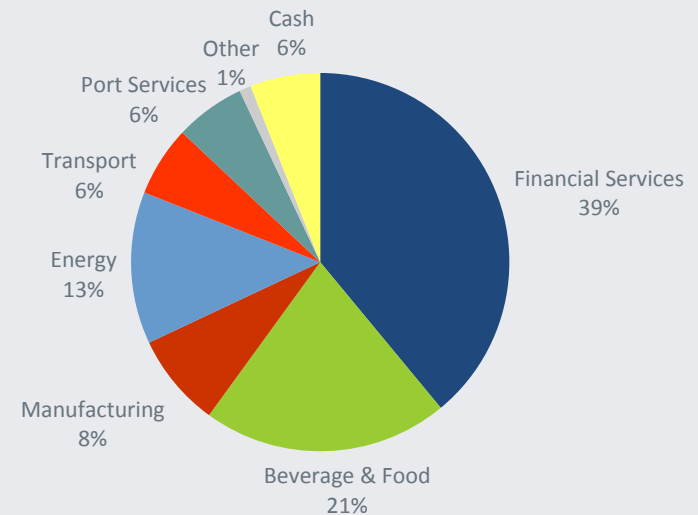
### Investments by Sector<sup>(1)</sup>

(US\$ 5.2 billion as of June 30, 2016)



### Net Asset Value<sup>(2)</sup> (NAV)

(US\$ 5.1 billion as of June 30, 2016)



<sup>(1)</sup> Quiñenco's investments at book value.

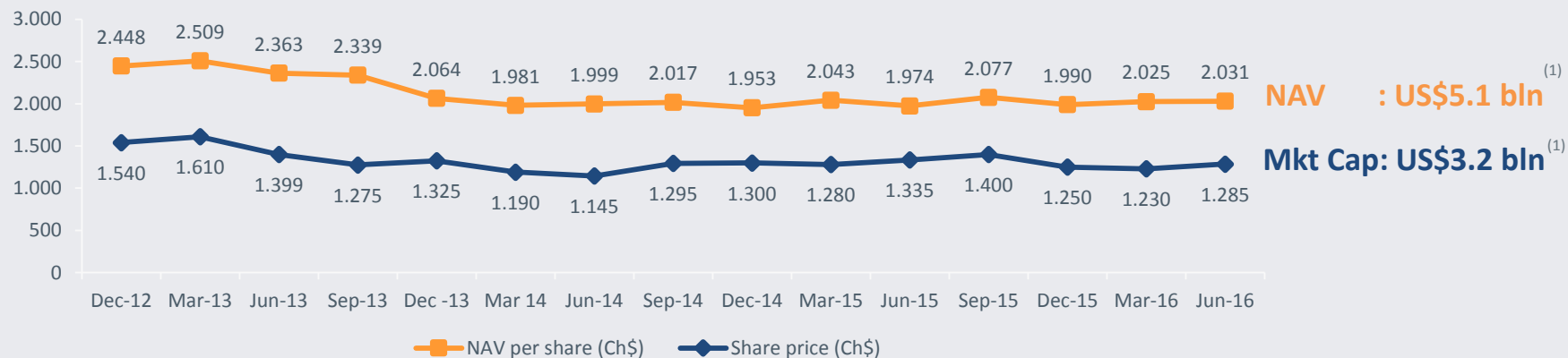
<sup>(2)</sup> Market Value of Quiñenco's operating companies + Market Value of Financial Investments + Book value of other assets, net of other liabilities + Cash at the Corporate level - Debt at the Corporate level.

# NAV, Share Price & Dividends



## NAV/Share Price Trend

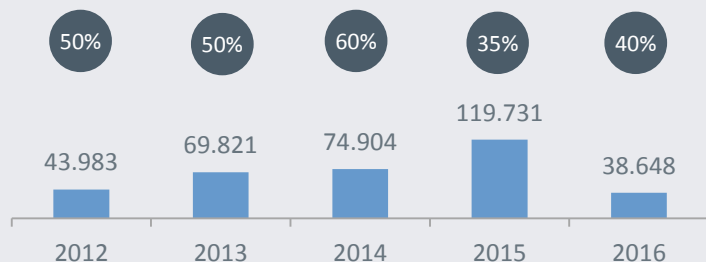
as of June 30, 2016



(1) Market information and book values as of June 30, 2016.

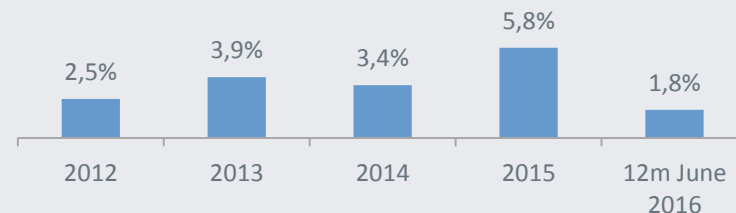
## Dividends Paid

(MCh\$)



Percentage of prior year net income paid out as dividends.

## Dividend Yield







Quiñenco  
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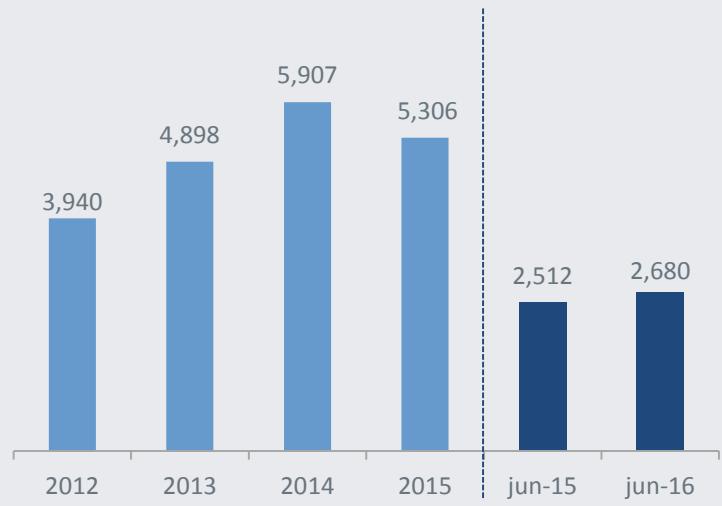
# Growing and Diversified Revenues



Quiñenco has achieved diversified revenues with a positive growth trend . . .

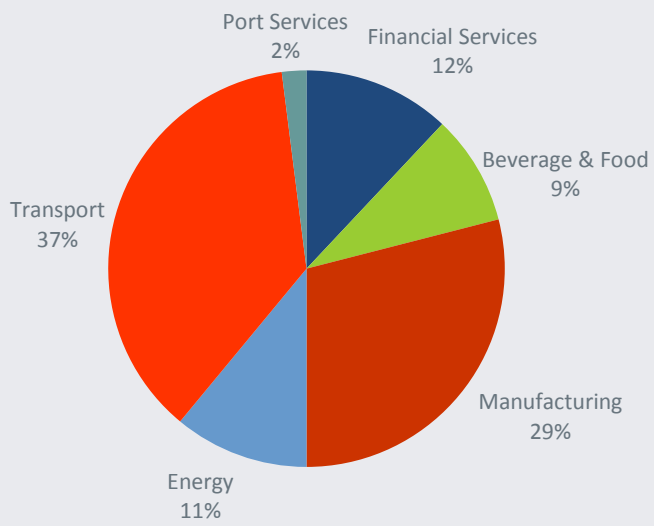
Consolidated Revenues<sup>(1)</sup>

(MUS\$)



Aggregate Revenues by Sector <sup>(2)</sup>

(YTD June 2016)



<sup>(1)</sup> Consolidated revenues under IFRS = Total Revenues (Industrial Sector) + Total Net Operating Income (Banking Sector)  
<sup>(2)</sup> Considers the sum of the sales of the main operating companies Quiñenco participates in. Of these, Quiñenco does not consolidate with CCU (Beverage & Food), Nexans (Manufacturing) nor Hapag-Lloyd (Transport).  
Note: Figures translated at the exchange rate as of June 30, 2016: Ch\$661.37 = 1US\$

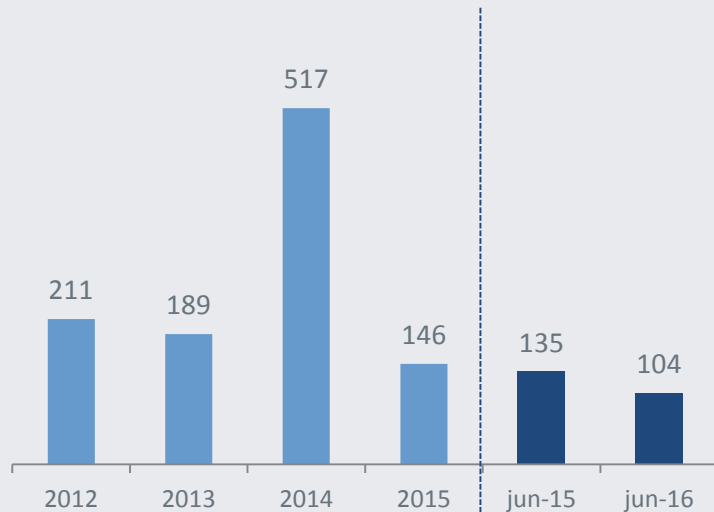




... and sound bottom line results

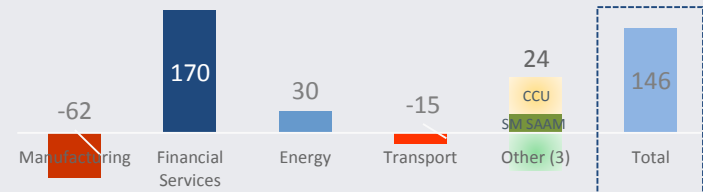
## Net Income<sup>(1)</sup>

(MUS\$)

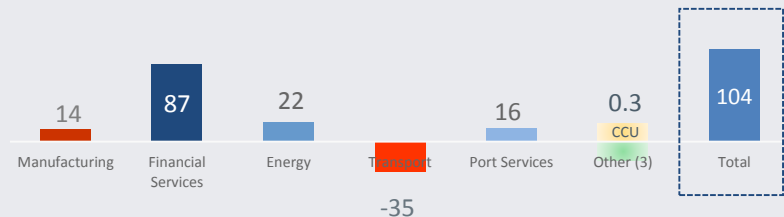


## Net Income <sup>(2)</sup>

(YTD December 2015, MUS\$)



(YTD June 2016, MUS\$)



<sup>(1)</sup> Net Income: Net income attributable to owners of the controller.

<sup>(2)</sup> Corresponds to the contribution of each segment to Quiñenco's net income.

<sup>(3)</sup> The Segment Others includes the contribution from CCU (US\$50 million), SM SAAM (US\$27 million), and Quiñenco and others (-US\$53 million) in 2015, and from CCU (US\$21 million), and Quilenco and others (-US\$21 million) in June 2016.

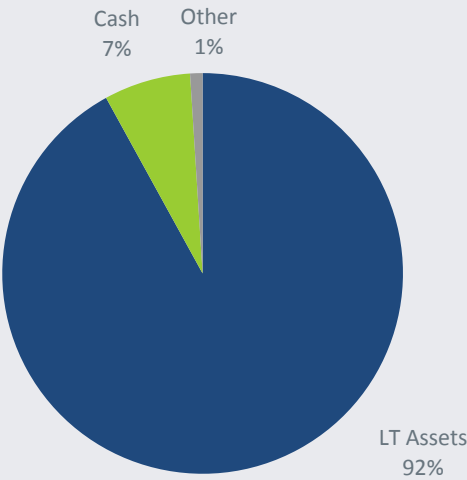
Note: Figures translated at the exchange rate as of June 30, 2016: Ch\$661.37.



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

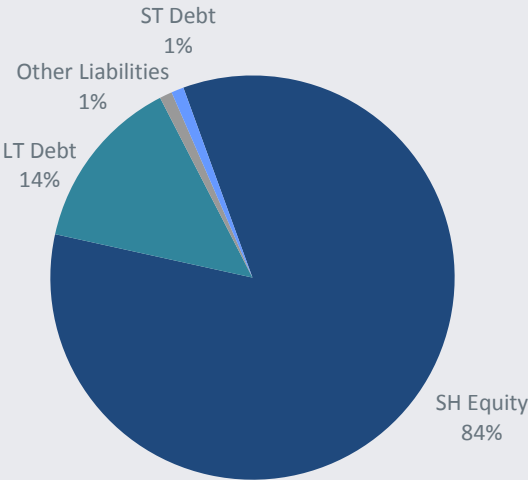
Assets

US\$ 5.3 billion as of June 2016



Liabilities and Equity

US\$ 5.3 billion as of June 2016



Note: Figures translated from nominal Chilean pesos at the exchange rate as of June 30, 2016, of Ch\$661.37 = 1US\$

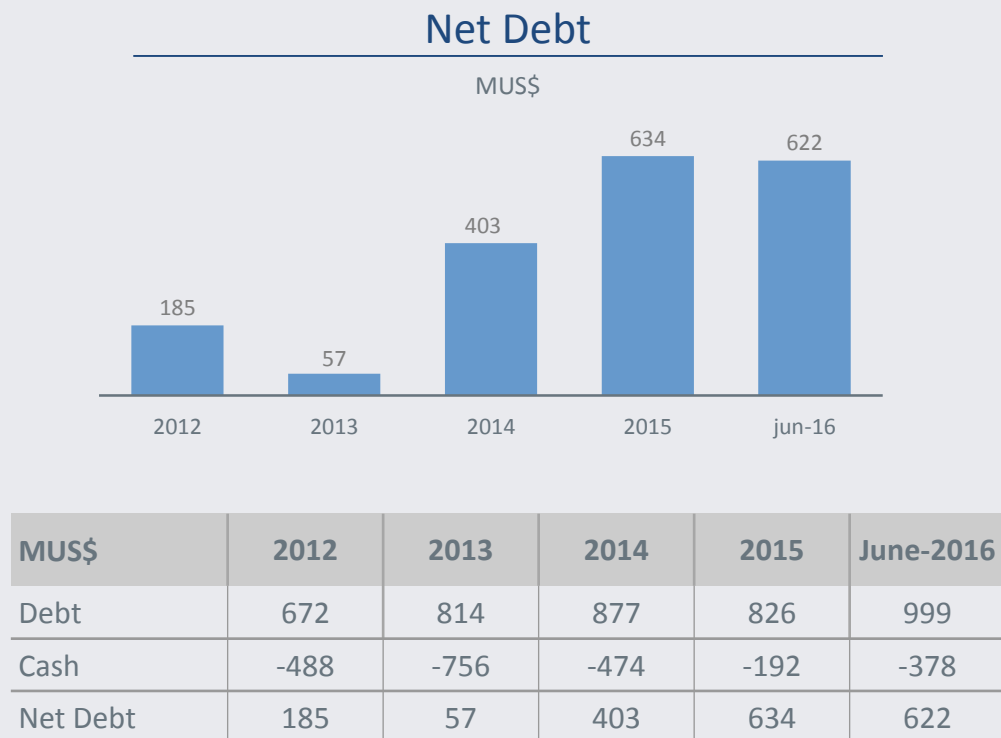




# Low Financial Corporate Debt



... maintaining low levels of debt through asset disposals and strong dividend flow ...



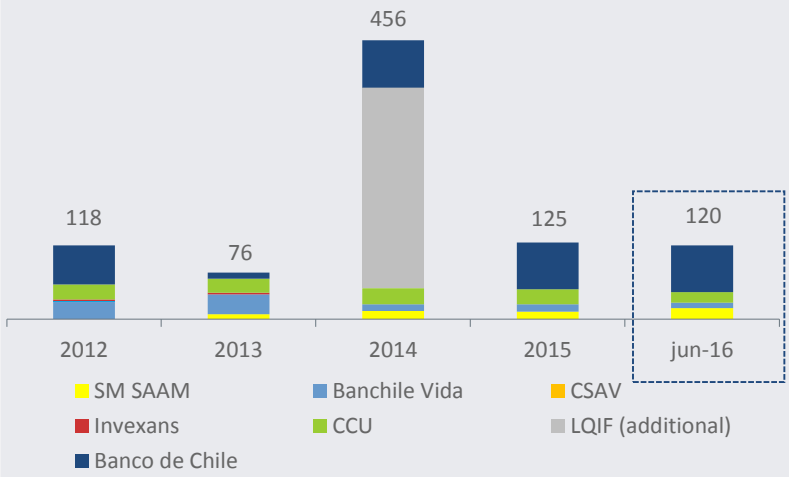
Note: Figures translated from nominal Chilean pesos at the exchange rate as of June 30, 2016, of Ch\$661.37 = 1US\$  
 Figures correspond to debt and cash at the corporate level, plus 50% of the debt and cash of both LQIF Holding and IRSA.



... to the parent company based on good operating company performance

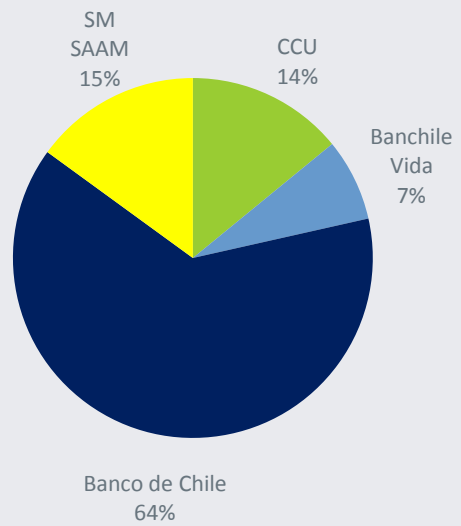
### Dividends

(MUS\$)



### Composition of Dividends

(YTD June 2016)



Note: Figures translated from nominal Chilean pesos at the exchange rate as of June 30, 2016, of Ch\$661.37 = 1US\$  
LQIF additional dividend in 2014: paid by LQIF after the sale of 6.7 billion Banco de Chile shares in January 2014.

# Quiñenco – Strong Fundamentals



Dominant position  
in its markets

Quiñenco's companies are leaders in their respective markets.

Proven track record in value  
creation

Holding has proven track record in value creation as evidenced by sale of investments for approximately US\$4.0 bln and gains on sale of US\$1.7 bln over the last 19 years.

Sound financial  
position

Current level of debt and a sound cash position allow business opportunities to be undertaken.

Controlling interest in its  
investments

Quiñenco currently holds a controlling interest in the majority of its investments.

Diversified Chile Risk

Quiñenco's investments are diversified in six key sectors of the Chilean economy.

Prestigious Controlling  
Shareholders

Quiñenco has locally and internationally well-known and prestigious shareholders (the Luksic Family).



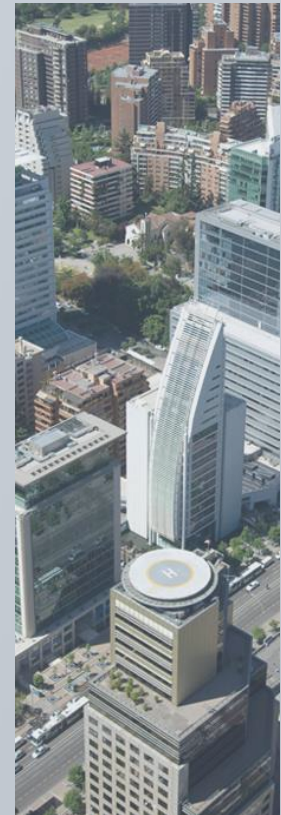
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# Quiñenco raises funds through debt



## Bond Issuance

- In June 2016 Quiñenco successfully placed UF 5,000,000 (approx. US\$190 million) in bonds in the local market.
- Bonds successfully placed with 23 year maturity at a rate of UF + 3.19%.

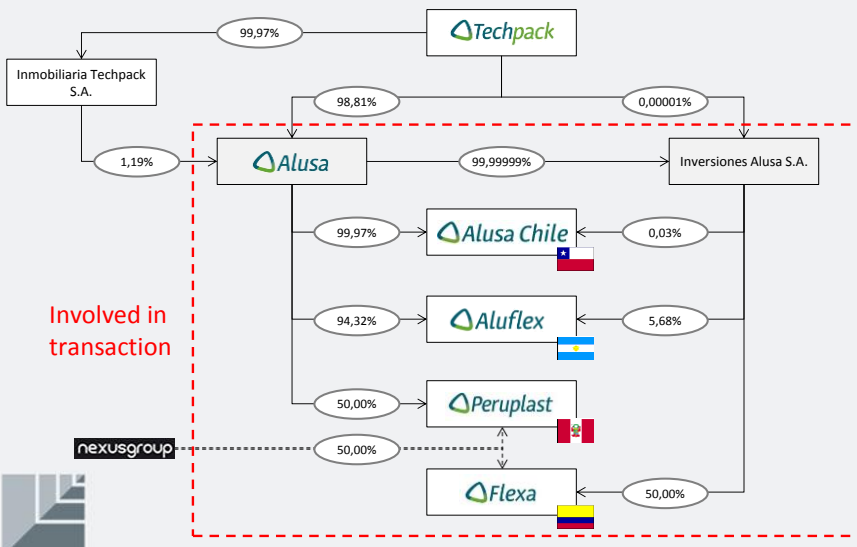


## Sale of flexible packaging business to Australian Amcor

- May 31, 2016: Techpack sells its flexible packaging business to Amcor.
- Transaction amounted to US\$435 mln (enterprise value, including stake of Nexus Group in Peruplast and Flexa), of which **US\$285 mln** correspond to Techpack. Final price subject to adjustments.
- Techpack received **US\$204 mln** in cash (deducting financial debt, estimated variations in working capital, among others, and US\$8.7 mln retained by buyer until transfer of property to be subdivided).
- After tax gain of US\$20 mln reported by Techpack as of June 30, 2016.



- September 1, 2016: sale of subdivided property carried out; Amcor proposes downward adjustment of US\$8.2 mln (working capital and others). Proposal is under revision, final terms should be agreed by March 2017 at the latest.



Amcor



Leading multinational packaging company with over 190 plants in 43 countries, around 29,000 employees, and annual sales of approximately US\$10 billion.

## Tender Offer for Techpack

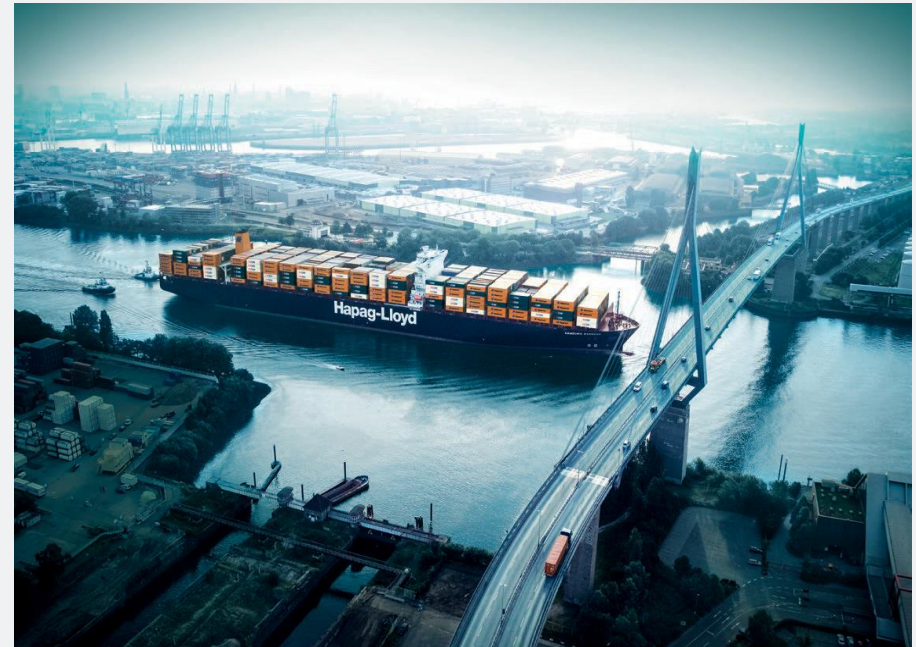
- On September 27, Quiñenco announced that the Board of Directors approved a Tender Offer for 34.08% of Techpack which is not held by Quiñenco, at a price of US\$0.54 per share.
- The offer was carried out from Oct 3 to Nov 2, 2016.
- Tender Offer completed successfully.
  - Quiñenco reaches 98.98% stake in Techpack.
  - Total payment amounts to US\$67 mln.



# Hapag Lloyd and United Arab Shipping Company (UASC) merger



- July 2016: Business combination agreement signed between Hapag-Lloyd and UASC.
- Combined entity would become one of the five largest container shipping companies worldwide, with one of the most modern and efficient fleets.
- Significant value creation through expected annual synergies of approximately US\$400 million and reduced investment needs over coming years.
- US\$400 million capital increase within six months after closing.
- Completion of merger expected by end of 2016 (subject to regulatory approvals).



- On completion of merger, UASC would receive new shares of Hapag-Lloyd equivalent to a 28% stake.
  - CSAV's stake would decline from 31.4% to 22.6%.
  - CSAV announced that it will participate in Hapag-Lloyd's capital increase, so as to reach a share of 25%.
- 
- October 19, 2016: CSAV sold its stake in the joint-venture with Odfjell Tankers that operates liquid bulk business on the west coast of South America. The company estimates a slightly positive effect (not significant) on results as of September 2016.



- September 28, 2016: SAAM signed agreement to acquire control (51%) of two concessions at Puerto Caldera (subject to approval from Costa Rica's regulatory authorities), the second largest port of Costa Rica, for a total amount of US\$48.5 mln.
- Puerto Caldera is a multipurpose terminal, strategically located at 79.5 km from San José.
- Thus SM SAAM's business portfolio would include 12 ports in 7 countries across America.







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## Factors that contribute to Quiñenco's ability to pursue and undertake new investment opportunities

### Portfolio Optimization

- Good performance of main operating companies should contribute to sustained dividend up-flow.

### Healthy Financial Structure

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

### Low Level of Debt

- Strong cash levels
- Current debt levels allow further leveraging



Thank you for your attention





## Appendix: Main Operating Companies



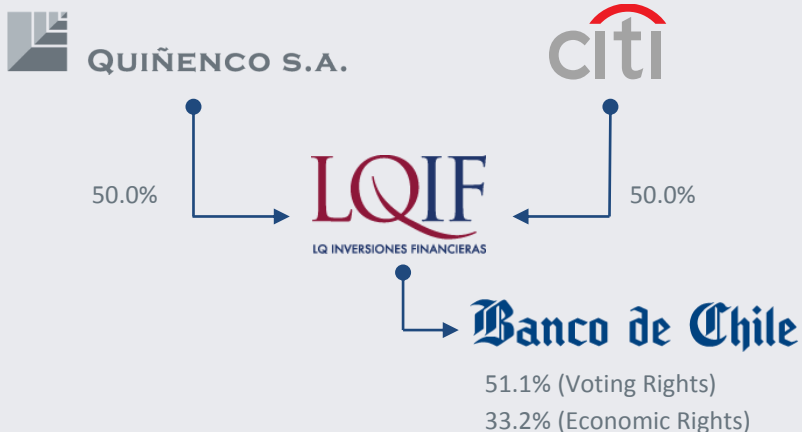


- Established in 1893, Banco de Chile has a highly recognized name in Chile.
- One of the most profitable banks in terms of return on assets and equity.
- Assets of US\$44 billion.
- Over 14,900 employees
- Nationwide network of 419 branches and 1,441 ATMs.
- Traded on the NYSE and Santiago Stock Exchanges.

- 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.
- The bank maintains a diversified and efficient financing structure, granting it a competitive advantage in terms of funding.
- Most solid private bank in Latin America with an international credit rating of A+ from S&P and Aa3 from Moody's.

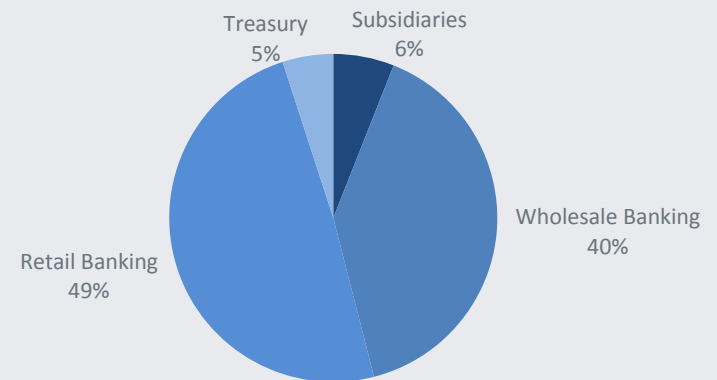
## Ownership Structure

(June 2016)



## Net Income<sup>(1)</sup> Contribution by Business Area

(December 2015)



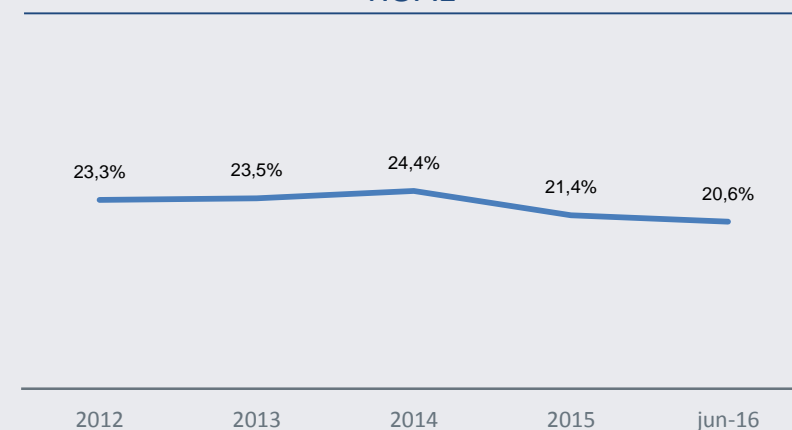
(1) Before taxes





- In 2015 the Bank's net operating revenues remained stable, mainly due to growth in the Bank's core businesses, offset by the negative effect of lower inflation on the Bank's net asset position in UFs. Loan loss provisions increased mostly due to countercyclical provisions.
- Net income in 2015 was **MUS\$845**, 5.4% below 2014, the highest in the Chilean financial system.
- YTD June 2016 Banco de Chile reported stable results, reflecting growth in revenues offset by higher loan loss provisions, mostly additional due to less favorable outlook, and increased operating expenses.

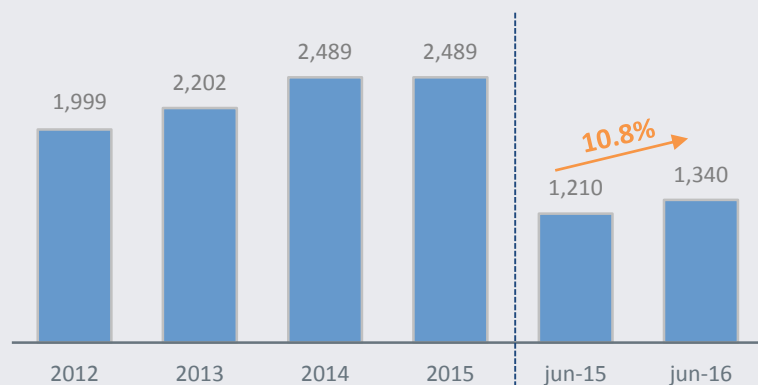
## ROAE



Source: Banco de Chile

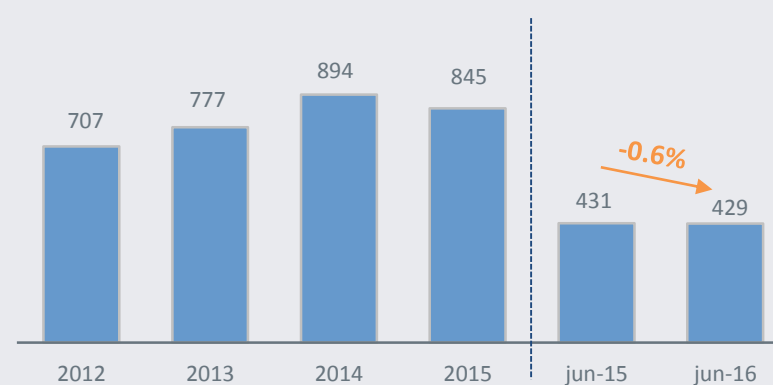
## Operating Revenues

(MUS\$)



## Net Income

(MUS\$)



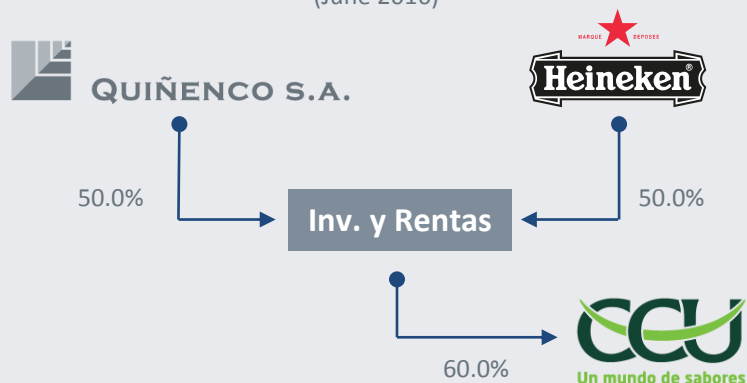
Note: Figures translated from nominal Chilean pesos at the exchange rate as of June 30, 2016, of Ch\$661.37 = 1US\$



- Founded in 1850, CCU is a multi-category branded beverage company operating in Chile, Argentina, Bolivia, Colombia, Paraguay and Uruguay with an extensive wine export business to more than 80 countries.
- Assets of US\$2.6 billion.
- Over 8,100 employees.
- 35 beverage facilities.
- Extensive distribution network reaching over 134,000 sales points throughout Chile & more than 159,000 in Argentina.
- Jointly controlled with Heineken, one of the main breweries worldwide.
- Traded on the NYSE and Santiago Stock Exchanges.
- In January 2015, CCU launched the “ExCCelencia CCU” program, with the aim to achieve efficiencies in various areas.
- In 2015 CCU’s Quilicura beer plant became the only plant in Latin America to receive certification from Heineken (Laboratory Star System), and the first Heineken grants to a beer licensee worldwide.
- Natur and Calaf brands sold to Carozzi, and joint-venture established for instant powdered drinks.
- Early 2016, CCU sold its stake in pisco Bauzá, increased its stake in HOD water business to 100%, and started commercialization of Watt’s brand juices in Uruguay.

## Ownership Structure

(June 2016)



## Weighted Volume Market Share

(December 2015)

	2015
Chile Operating segment	41.5% <sup>(1)</sup>
International segment	18.2% <sup>(2)</sup>
Wine Operating segment	17.9% <sup>(3)</sup>
<b>Total</b>	<b>31.3% <sup>(4)</sup></b>

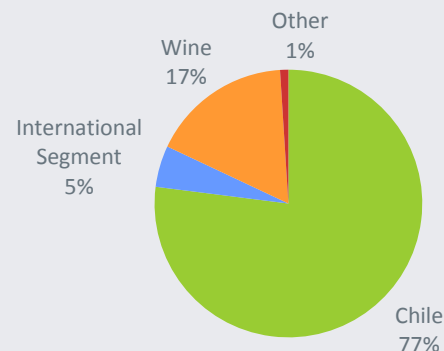
(1) Excludes HOD; (2) Includes beer and cider in Argentina, carbonated soft drinks and mineral water in Uruguay; (3) Domestic and export wines from Chile. Export market reported by Asociación de Viñas de Chile. Excludes bulk wine; (4) Weighted average of the markets where CCU participates, based on category market share and weighted by CCU’s estimations of market sizes (February 2016).



- Sales grew by **15%** in 2015 to **MUS\$2,266**, reflecting growth in all segments, led by the International Business segment.
- EBITDA reached **MUS\$433** in 2015, up **15.3%** from 2014, based on sales growth and increased efficiencies, despite the depreciation of the local currencies in CCU's main markets.
- Net income in 2015 reached **MUS\$183**, up by 1.0%, mainly due to greater operating results, partly offset by higher tax expense.
- YTD June 2016, EBITDA and Net income decreased, due to a flat sales volume, restructuring costs in Chile segment, and increased transport costs relative to the sales level.

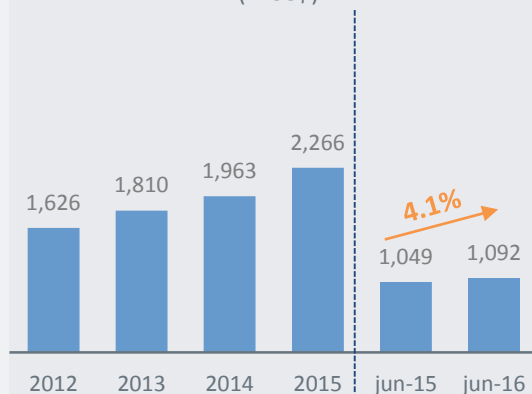
## EBITDA by Business Segment

(June 2016)



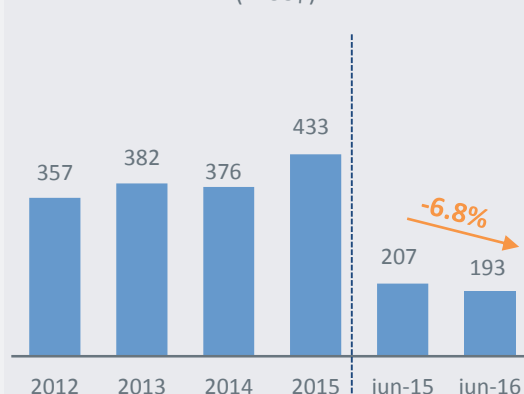
## Sales

(MUS\$)



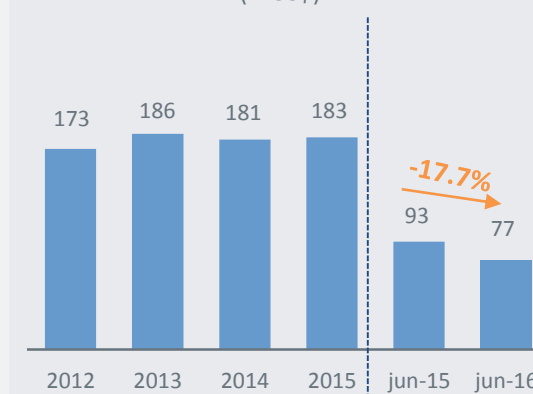
## EBITDA

(MUS\$)



## Net Income

(MUS\$)



Note: Figures translated from nominal Chilean pesos at the exchange rate as of June 30, 2016, of Ch\$661.37 = 1US\$



- Invexans' main asset is its 28.79% stake in Nexans, a leading cable manufacturer with worldwide presence, based in France.
- An agreement signed in September 2008 allowed Invexans (Madeco at the time) to become the main shareholder of Nexans, after the sale of Invexans' regional cable business to said French company, in exchange for cash and a 9% share in Nexans.
- Invexans now has three directors on the Board, a member of the Compensations and Designations Committee, a member of the Strategic Committee, and a member of the Accounting and Audit Committee.
- In January 2015 Quiñenco launched a tender offer at Ch\$10 per share, reaching in February of the same year a stake of 98.3% in Invexans.

## Ownership Structure

(June 2016)

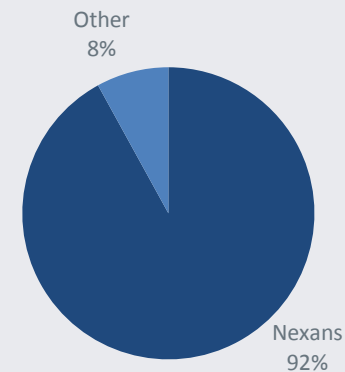


**QUIÑENCO S.A.**



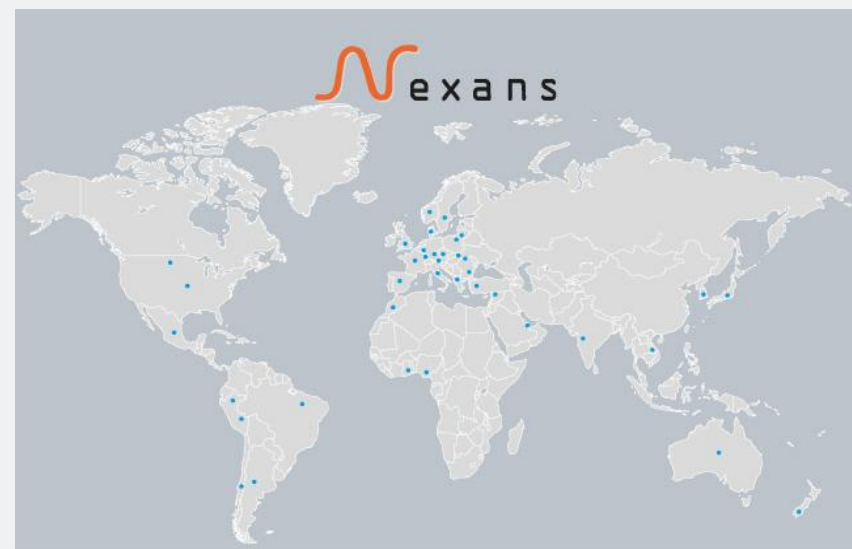
## Assets by Business Area

(June 2016)



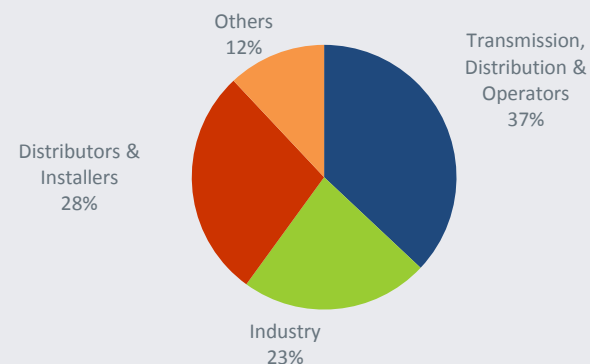


- Nexans is a worldwide leader in the cable industry with presence in 40 countries and commercial activities worldwide, after over a century of progress.
- Headquartered in Paris, France, Nexans produces cables and cabling systems, constantly innovating its products, solutions and services.
- 26,600 employees
- Nexans is listed on Euronext Paris.



EUR (millions)	2012	2013	2014	2015	Jun-15	Jun-16
Sales	7,178	6,711	6,403	6,239	3,271	2,951
Operating margin	202	171	148	195	95	135
Net income	27	(333)	(168)	(194)	(58)	30

## June 2016 Sales by Key-end Markets

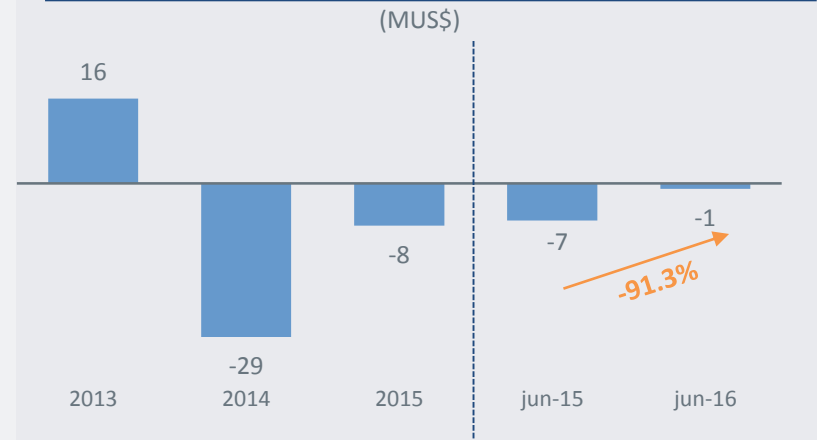




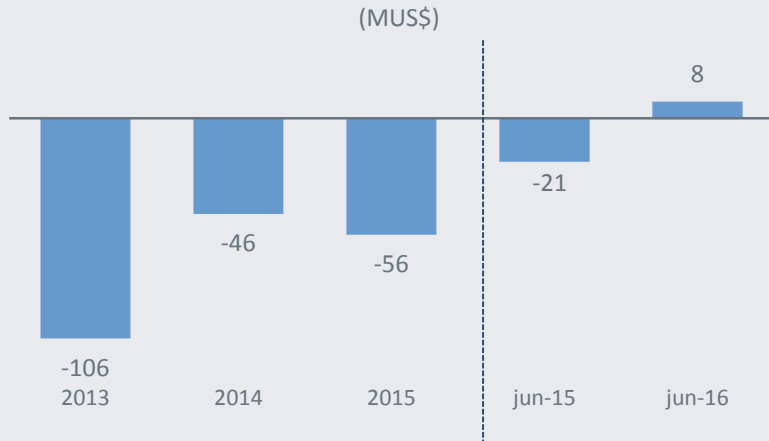


- In 2015 Invexans' net income mainly reflects its proportional share in Nexans' net loss for the year, partially compensated by lower legal expenses at Invexans. Nexans' result reflects the impact of restructuring costs and asset impairments, which offset 32% growth in operating income, responding to the strategic initiatives implemented.
- YTD June 2016 results primarily reflect Invexans' share in Nexans' improved results for the semester, based on the positive impact of the restructuring plans and increased efficiencies.

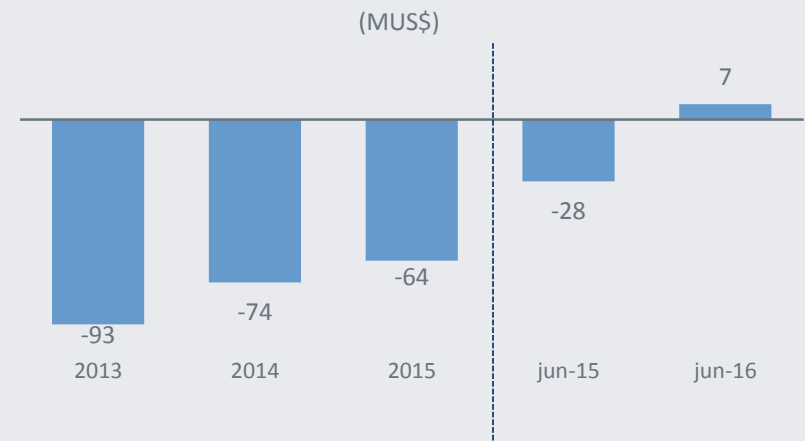
## Operating Income



## Non-operating Income



## Net Income (Loss)



- Until May this year, Techpack was a regional leader in flexible packaging, with presence in Chile, Argentina, Peru and Colombia, over 2,300 employees, and an installed capacity of 85,000 tons/year.
- During 2013 and 2014, Techpack discontinued its brass mills and profiles operations, concentrating its activities in flexible packaging.
- In March 2015, Techpack acquired Alusa's shares held by third parties, reaching 100% of its property.
- On May 31, 2016, Techpack sold its flexible packaging business to Australian leader in packaging, Amcor.



## Ownership Structure

(June 2016)



QUIÑENCO S.A.

65.9% (\*)

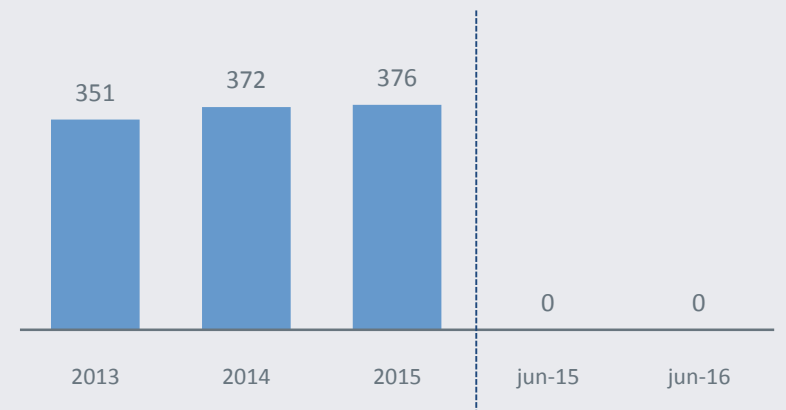
TECHPACK

(\*) On November 2, 2016, upon completion of the Tender Offer for Techpack shares, Quiñenco's stake increased to 98.98%.

- Techpack's operating income in 2015 grew 34% over 2014, based on growth in sales volume, effective cost controls and a regional procurement plan.
- Techpack's net income in 2015 was a gain of **MUS\$2**, reverting the prior year's loss.
- YTD June 2016, Techpack's results primarily reflect the US\$20 million after tax gain on the sale of its flexible packaging business to Amcor.

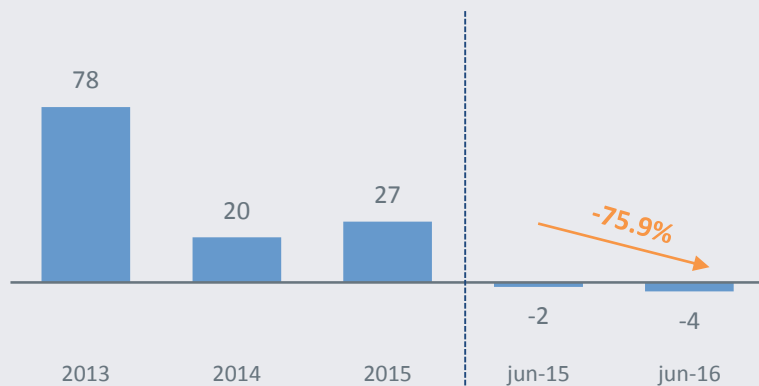
## Sales

(MUS\$)



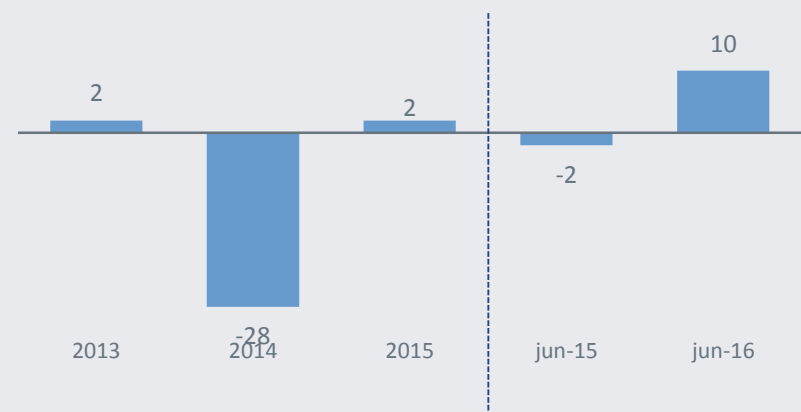
## Operating Income

(MUS\$)



## Net Income

(MUS\$)

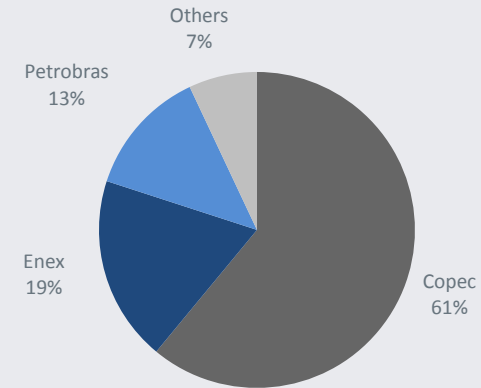




- Enex S.A. has a network of 465 service stations, with 130 convenience stores.
- Main business activities:
  - Distribution of fuels through its service stations.
  - Distribution of fuels to industrial clients and transport sector.
  - Distribution of Shell lubricants.
- Holds a 14.9% share of Sociedad Nacional de Oleoductos (Sonacol) and a 33.3% share of Sociedad de Inversiones de Aviación (SIAV).
- 2,700 employees.

## Market Share of Liquid Fuel Sales

(December 2015)



Source: Enex

## Ownership Structure

(June 2016)



**QUIÑENCO S.A.**



Source: Quiñenco

## Service Stations

(December 2015)

	No. Service Stations	%
Copec	621	39%
Enex	465	29%
Petrobras	268	17%
Others	236	15%
Total	1,590	100%

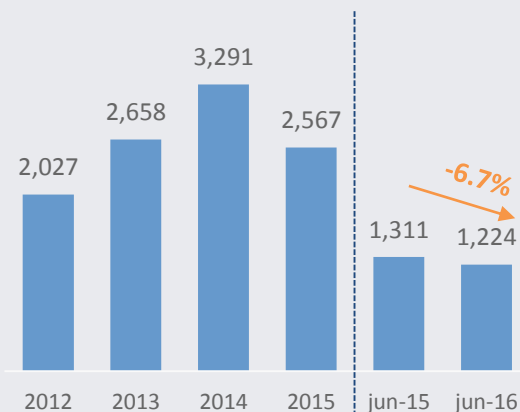
Source: Enex



- In 2015 sales reached **MUS\$2,567**, falling 22%, mainly due to lower fuel prices. Gross income, however, was up 3% boosted by a relatively higher sales volume through service stations.
- Operating income decreased 26% to **MUS\$37** in 2015, due to higher operating expenses related to the service stations and convenience stores.
- Net income in 2015 amounted to **MUS\$30**, down 42% from 2014, primarily due to the negative impact of lower international fuel prices, and higher tax expense.
- YTD June 2016, Enex reported favorable operating performance, based on growth in service stations and improved margins in lubricants. At the non-operating level, financial costs increased.

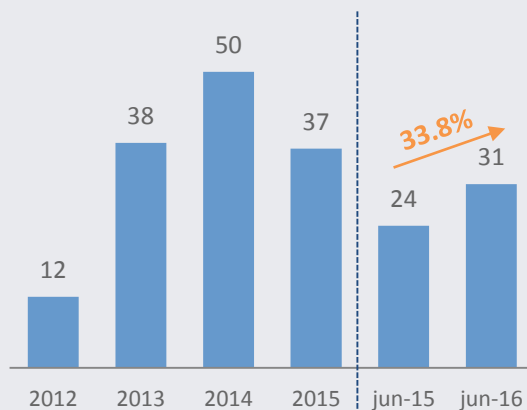
## Sales

(MUS\$)



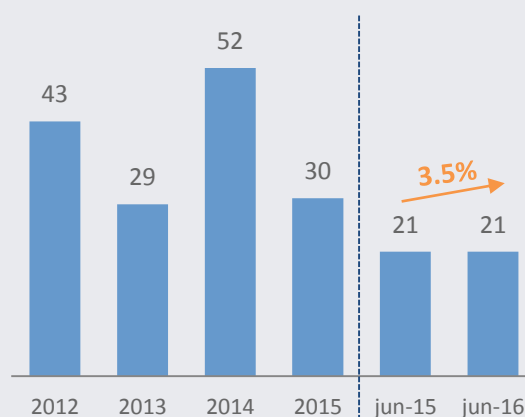
## Operating Income

(MUS\$)



## Net Income

(MUS\$)







- CSAV, founded in 1872, is one of the oldest shipping companies in the world.
- Its activities include overseas transport of containerized cargo through its investment in Hapag-Lloyd, car carrier, and logistics/freight forwarder.
- Total assets as of December 2015 of US\$2.2 billion.
- After signing an agreement at the start of the year, in December 2014 CSAV merged its container ship business with the German shipping company Hapag-Lloyd (HL), becoming shareholder of the merged entity with a 30% stake. After the merger, HL became the fourth largest container ship liner worldwide.
- At year-end 2014 CSAV raised US\$398 million in a capital increase.
- CSAV subscribed €259 million in Hapag-Lloyd's capital increase of €370 million, thus reaching a 34% stake.
- In November 2015 Hapag-Lloyd carried out its IPO, raising US\$300 million. CSAV subscribed US\$30 million, reducing its stake to 31.35%.
- CSAV recently sold its liquid bulk operation.
- BCA signed between Hapag-Lloyd and UASC, subject to regulatory approvals.

### Ownership Structure

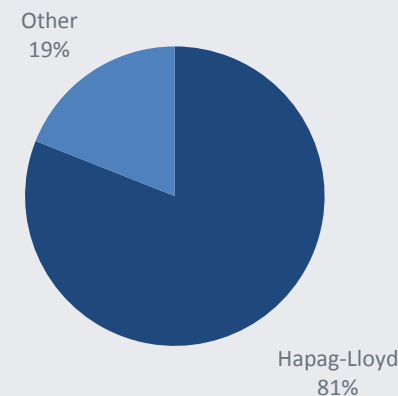
(June 2016)



Source: Quiñenco

### Assets by Business Area

(June 2016)



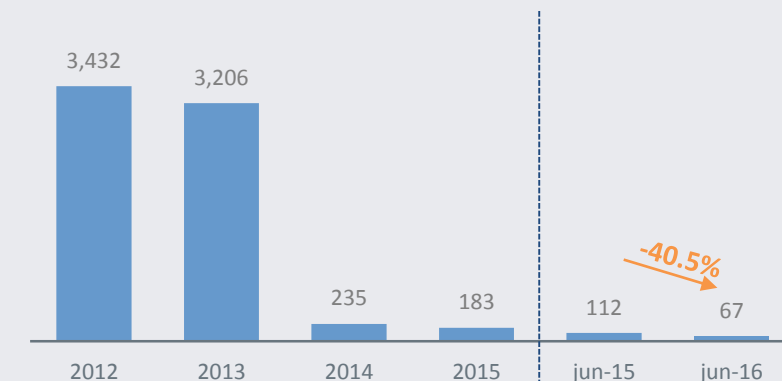
Source: CSAV



- In 2015 CSAV's sales reached **MUS\$183**, 22% below 2014, mostly due to lower freight rates, lower activity in car carriers, and the closure of solid bulk transport and less freight forwarder activity.
- In 2015 CSAV reported a net loss of **MUS\$15**, due to its dilution in Hapag-Lloyd after its IPO, which generated a loss of **MUS\$84**. However its share in HL's results, adjusted by fair value accounting, was a gain of **MUS\$77**.
- YTD June 2016, CSAV reported a loss of MUS\$60, mostly reflecting HL's net loss during the semester, due to the negative impact of lower freight rates in a highly competitive industry and weakened world economic growth, partly compensated by additional synergies and cost savings, and a further drop in oil prices.

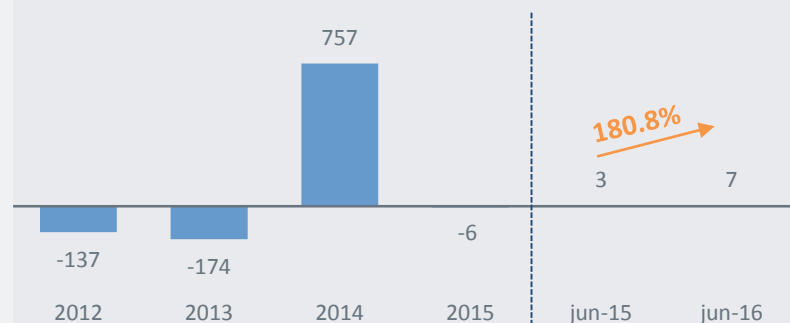
## Sales

(MUS\$)



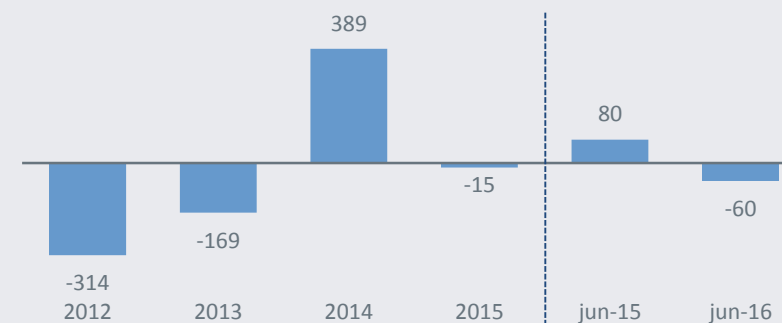
## EBITDA

(MUS\$)



## Net Income/Loss

(MUS\$)





- Hapag-Lloyd is a leading global liner shipping company, with a fleet of 177 modern ships, 7.4 million TEU transported a year and a total capacity of around 1 million TEU.
- Founded in 1847 and headquartered in Hamburg, Germany, Hapag-Lloyd offers a global network of 120 liner services.
- 9,400 employees.
- Main shareholders are CSAV (31.4%), the City of Hamburg (20.6%), and Kühne Maritime (20.2%).



US\$ (millions)	2013	2014	2015	Jun-15	Jun-16
Sales	8,724	9,046	9,814	5,213	4,212
Operating result	11	(550)	344	288	(58)
Net income	(131)	(804)	124	175	(160)

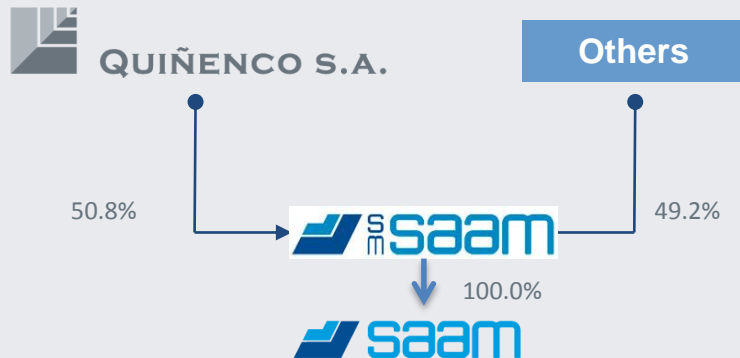
**Hapag-Lloyd** | **better.**  
**CSAV** | **together.**  
**mejor juntos**



- SM SAAM is dedicated to port services and management of port concessions, including three main business areas: port terminals, tug boats, and logistics.
- SM SAAM has presence in 15 countries and over 80 ports in America.
- SM SAAM currently has 11 port terminals and 188 tug boats, being the 2nd largest port operator in South America and the 4th largest tug boat operator in the world.
- SM SAAM subscribed, through SAAM, an association with the Dutch company Boskalis to jointly operate and develop the tug boat business in Mexico, Brazil, Canada and Panama. The association started operations in July 2014, capturing over US\$15 million in synergies during its first year of operations.
- In November 2015 the port of TISUR was added to SM SAAM's portfolio of businesses.

## Ownership Structure

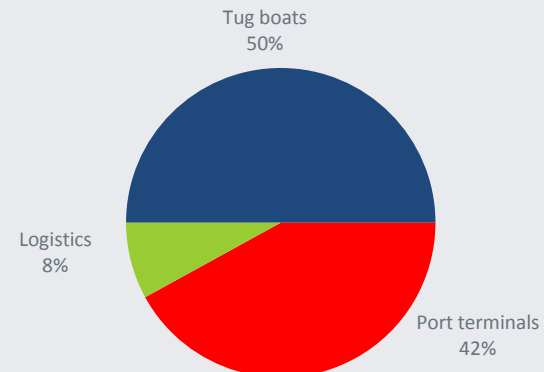
(June 2016)



Source: Quiñenco

## EBITDA Mix<sup>1</sup>

(June 2016)



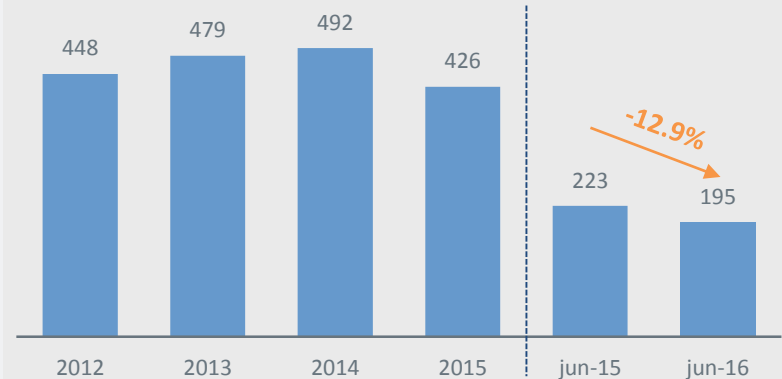
<sup>1</sup> EBITDA includes proportional values of affiliates



- In 2015, SM SAAM's consolidated sales reached **MUS\$426**, down by 13%, mainly due to lower sales of logistics, due to the closure of operations in Brazil and lower activity in Chile, and the consolidation of tug boats in Brazil in 2014 only.
- SM SAAM obtained net income of **MUS\$69** in 2015, 13% above 2014, reflecting overall improved performance of tug boats and port terminals, compensating expenses related to closing certain logistics operations in Chile and Brazil.
- YTD June 2016 SM SAAM's net income increased 26%, mainly due to the positive performance of port terminals, after the addition of the port of TISUR towards the end of 2015, and of the towage division.

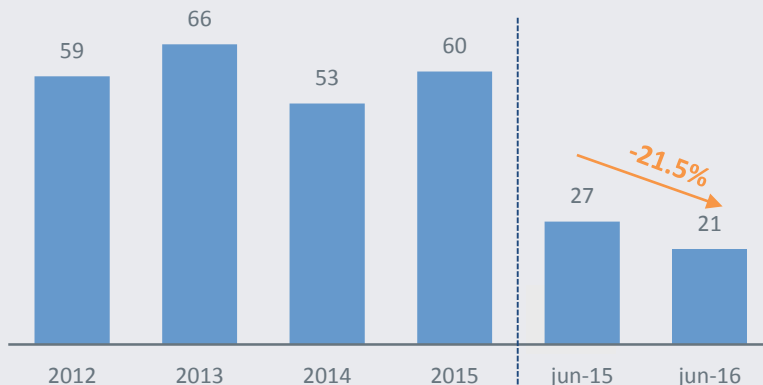
## Sales

(MUS\$)



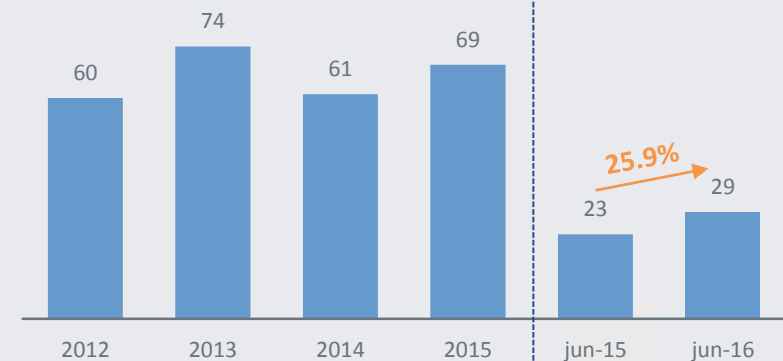
## Operating Income

(MUS\$)



## Net Income

(MUS\$)



Note: SM SAAM reports in US\$