# Corporate Presentation 3Q19



Coca Cola.

In line with our constant effort to improve communication with the financial market and at the same time reduce waste generation, we have developed the **Coca-Cola Andina IR** App.

This is an investor relations application, and we will begin a 100% digital communication plan of our Financial Information. You can download our application from the App Store and Google Play.

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Tuesday 17

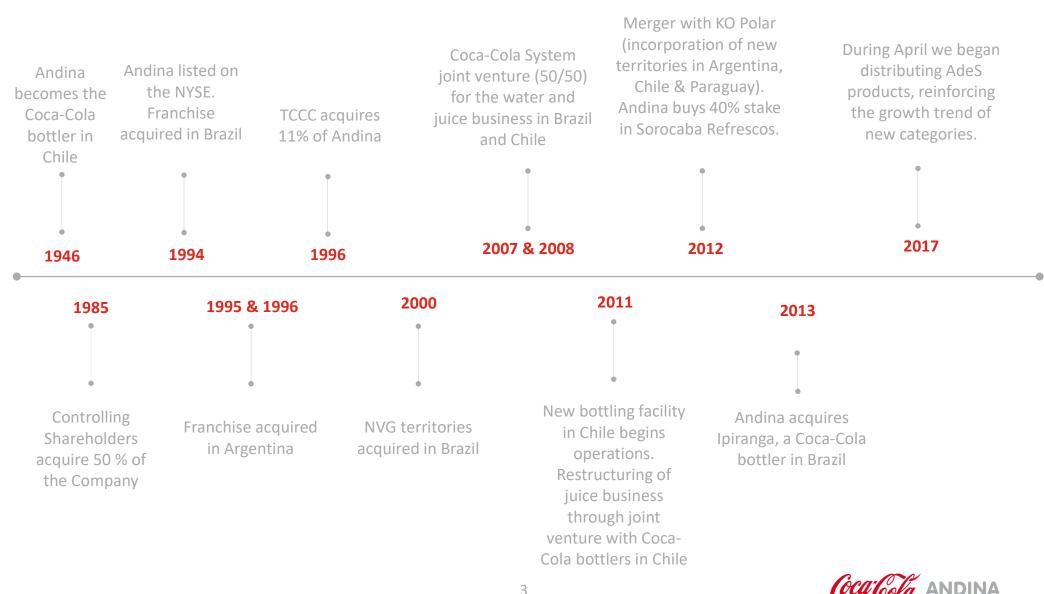
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# **#goPaperless**

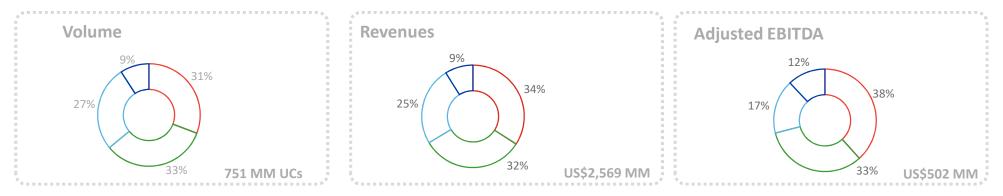
# **1. Company Description**



### History



#### A regional and diversified platform (FY18)



#### Chile

- Territories: Antofagasta, Atacama, Coquimbo, Metropolitan Region, San Antonio, Cachapoal, Aysen & Magallanes
- **Extension:** 398 thousand Km2
- Population covered: 9.7 million
- Total volume FY 2018: 231.4 million UCs

#### Paraguay

- Territories: Ciudad del Este, Asunción, Coronel Oviedo, Encarnación
- Extension: 407 thousand Km2
- Population covered: 7.1 million
- Total volume FY 2018: 68.2 million UCs



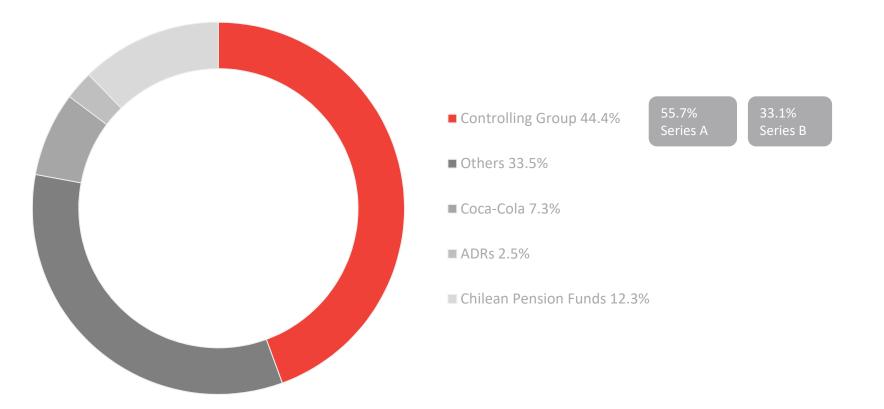
- Territories: Rio de Janeiro, Espíritu Santo, part of Sao Paulo and part of Minas Gerais
- Extension: 165 thousand Km2
- Population covered: 21.9 million
- Total volume FY 2018: 249.2 million UCs

#### Argentina

- Territories: San Juan, Mendoza, San Luis, Córdoba, Santa Fé, Entre Ríos, La Pampa, Neuquén, Rio Negro, Chubut, Santa Cruz, Tierra del Fuego & Western Province of Buenos Aires
- **Extension:** 1.9 million Km2
- Population covered: 13.9 million
- Total volume FY 2018: 201.9 million UCs



#### Ownership (As of June 30, 2019)



The Controlling Group is composed of 5 Chilean families with equal parts,

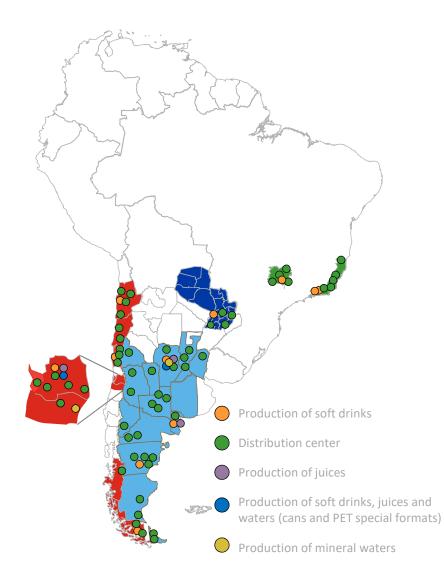
#### that have a shareholders' agreement which includes TCCC.

Series A elects 12 of 14 Board members.

Series B receives an additional 10% in dividends.



#### Superior manufacturing and logistics capabilities



#### Argentina

- 3 production facilities with a total of 22 lines
  - Average utilization ranged from 31.5% to 62.2%
- 45 distribution centers
- Fleet of 813 third party trucks

#### Brazil

- 3 production facilities with a total of 28 lines
  - Average utilization range from 34.8% to 69.2%
- 17 distribution centers
- Fleet of 828 owned trucks and 103 third party trucks

#### Chile

- 4 production facilities with a total of 20 lines
  - Average utilization ranged from 24.5% to 61.5%
- 17 distribution centers
- Fleet of 171 owned trucks and 487 third party trucks
- Through its subsidiaries, operates 3 additional production facilities with a total of 21 lines

#### Paraguay

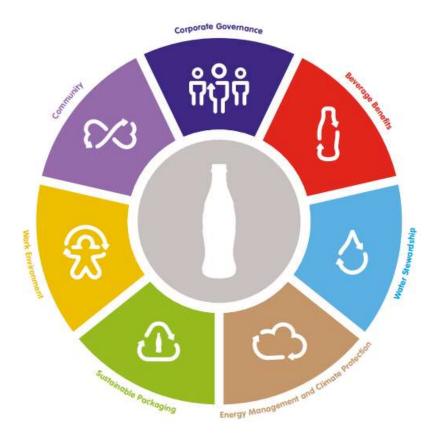
- 1 production facility with a total of 13 lines
  - Average utilization range from 47.0% to 88.0%
- 6 distribution centers
- Fleet of 332 third party trucks

#### Reaching over 268,000 clients



#### **Committed to Sustainable Development**

Pilar	Key indicators
Beverage Benefits	Calories sold Kilocalories sold on total liters sold Light and zero calories sales Percentage of liters sold of light and zero calories products, compared to total liters sold
Water Stewardship	Efficiency in water consumption Number of liters of water needed to produce one liter of beverage
Energy Management and climate protection	Efficiency in energy consumption Energy Used (Mjoules) per liter of beverage produced
Sustainable packaging	Solid Waste generation. Grams of waste generated per liter of drink produced. Solid Waste Recycling. Percentage of recycled waste in relation to the waste generated. Work safety.
Work environment	LTIR Number of accidents LTISR Severity of accidents Employee turnover Favorable internal climate Bi-annual survey
Community	Customer Satisfaction Survey of each country to the traditional channel clients National Suppliers Percentage of national suppliers with respect to the total of active suppliers



#### Generating Social, Economic and Environmental Value in all of our actions

Dow Jones Sustainability Indices



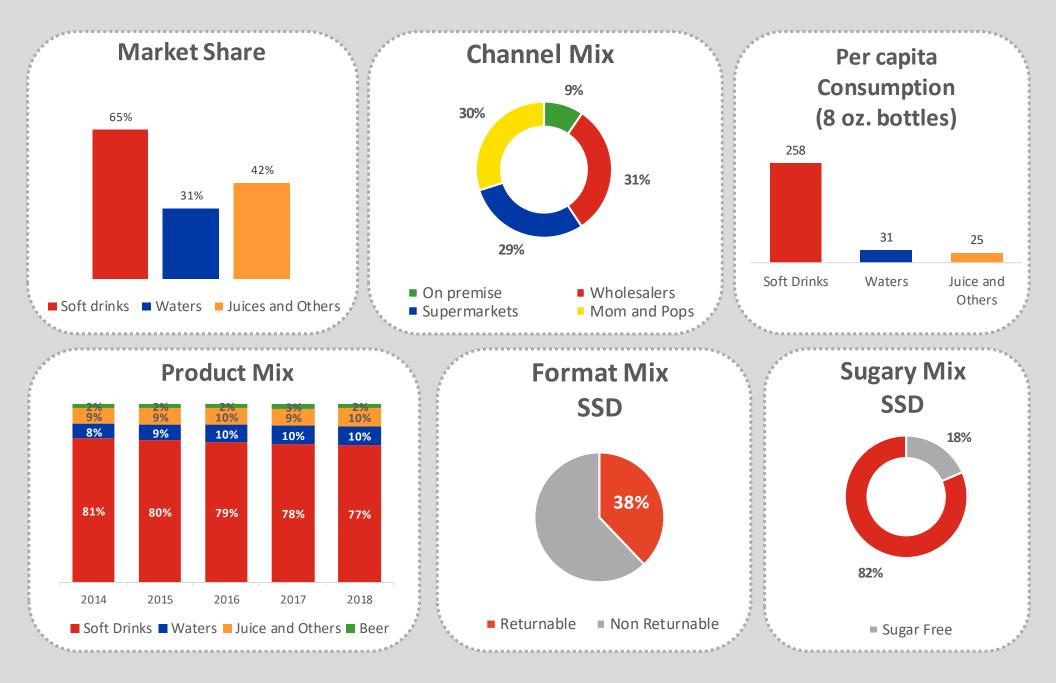




# 2. Market Description

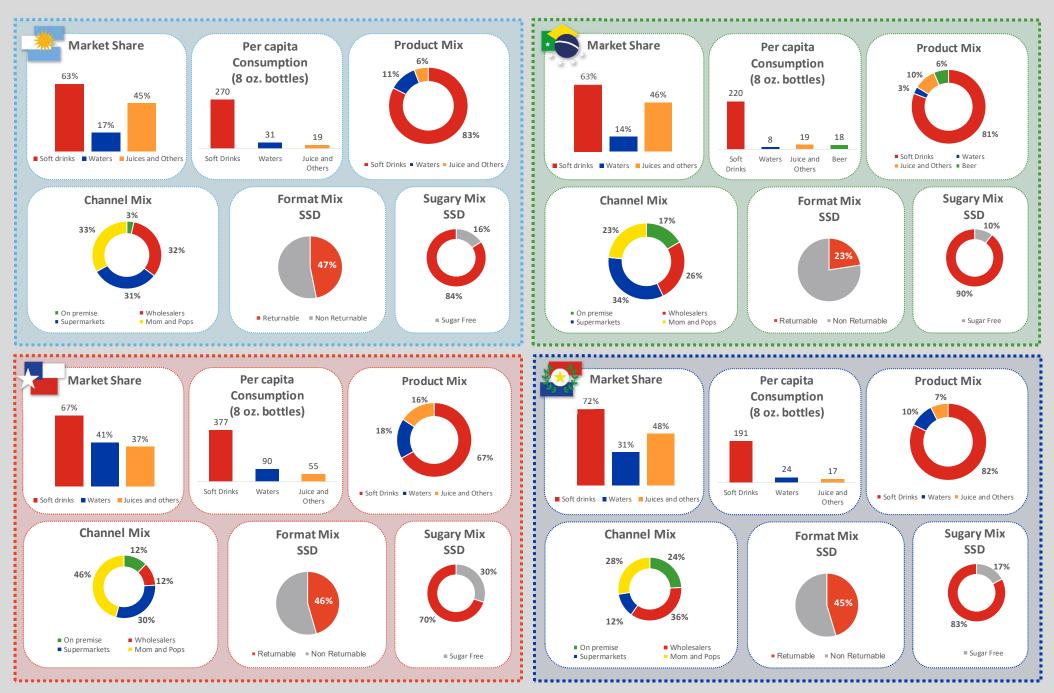


#### Coca-Cola Andina at a glance: Market Structure (As of December 31, 2018)





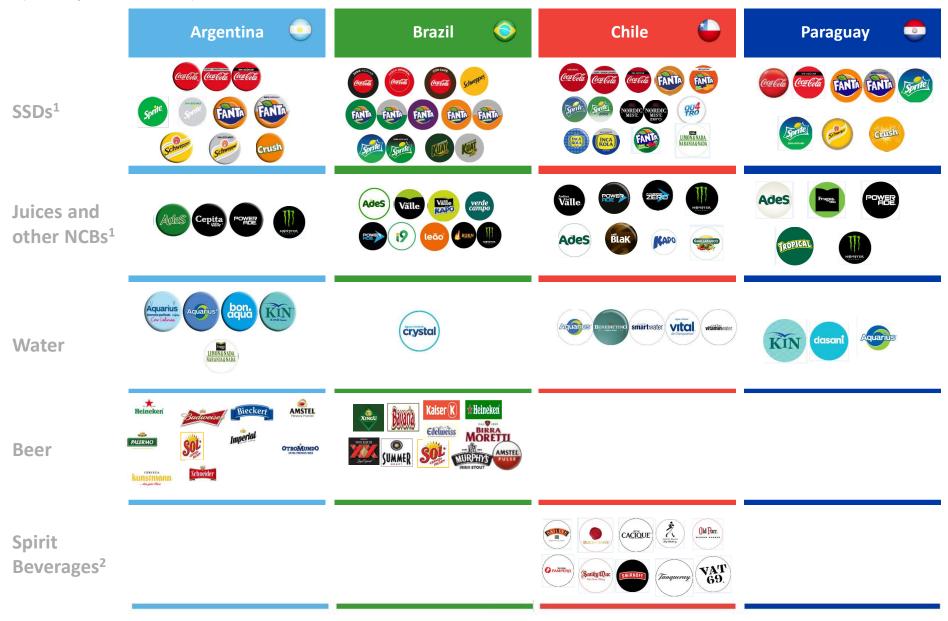
#### Market Structure (As of December 31, 2018)





#### **Diversified brand portfolio across segments and geographies**

(As of September 30, 2019)



Source: Company filings and public releases

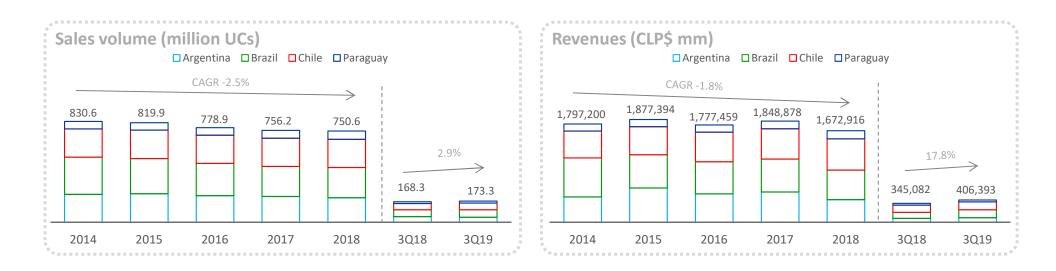
<sup>1</sup> SSDs: Sparkling Soft Drinks; NCBs: Non-Carbonated Beverages

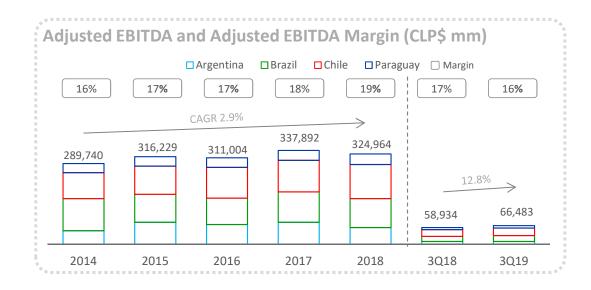
<sup>3</sup> The complete Diageo portfolio that the company distributes is: (i) Scotch Whisky: Johnnie Walker, Sandy Mac, Vat 69, Buchanan's, Old Parr, White Horse y The Singleton; (ii) Vodka: Smirnoff, Smirnoff Ice y Ciroc; (iii) Rum: Pampero, Zacapa and Cacique; (iv) Gin: Tanqueray; (v) Bourbon: Bulleit; (vi) Cream-based liqueur: Baileys y Sheridan's; (vii) Beer: Guiness Original; y (viii) Tequila: Don

# **3. Financial Highlights**



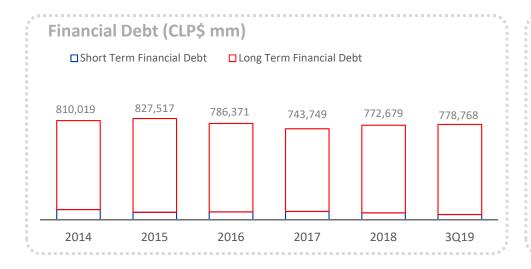
# Track record of profitability, Adjusted EBITDA growth, diversification and strong cash generation







### **Solid Financial Position**



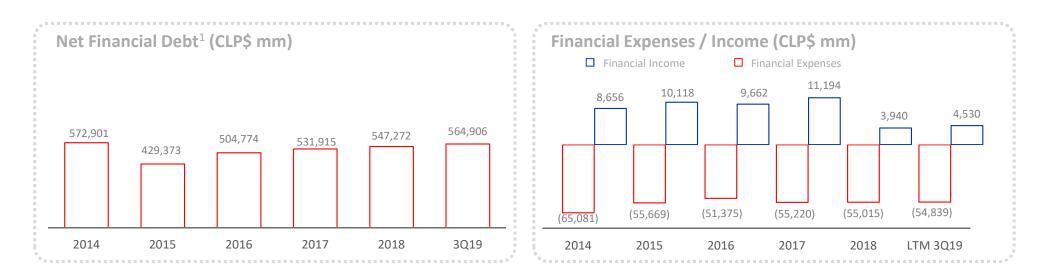
Financial Debt Summary (CLP\$ mm) as of September, 2019

			-
	Banks	Bonds	Total
Ch\$mm	52,801	725,967	778,768
%	6.8%	93.2%	100%

Note: Banks includes: Bank, Leasing, Derivatives & Warrantee Deposits

	UF	R\$	CLP\$	US\$	PGY\$	AR\$	Total
Ch\$mm	462,442	288,687	20,550	4,876	1,134	1,079	778,768
%	59.4%	37.1%	2.6%	0.6%	0.1%	0.1%	100%

Note: After Cross Currency Swaps without its corresponding MtM

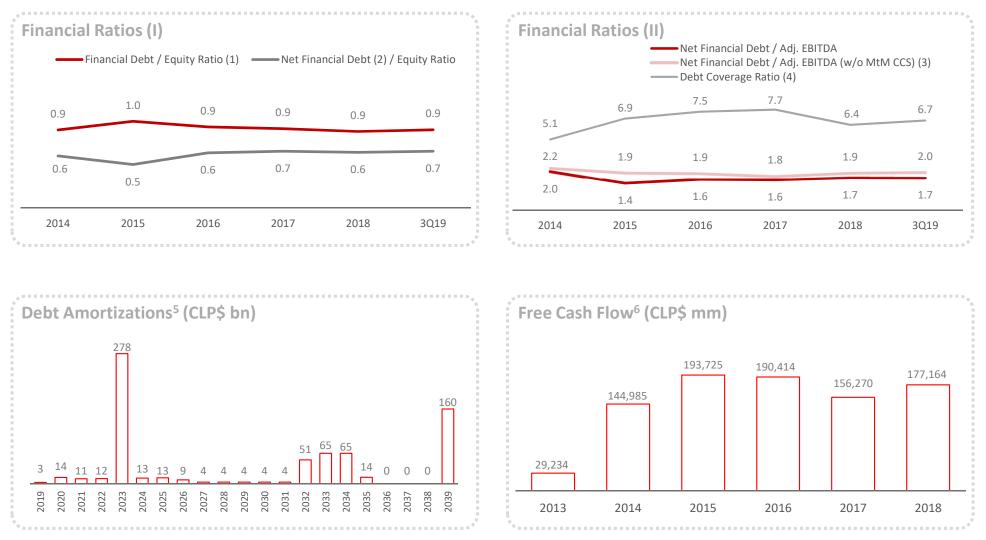


Source: Data as reported on Company filings

(1) Considers Cash and Cash Equivalents, Other Current Financial Assets and Other Non Current Financial Assets. MtM of Derivatives is CLP\$ 108,182 MM



# **Solid Financial Position**



Source: Data as reported on Company filings

- (1) Financial Debt to Equity Ratio: [Other Current Financial Debt + Other Non-Current Financial Debt]/ Equity
- Net Financial Debt: [Other Current Financial Debt + Other Non-Current Financial Debt] [Cash + Cash Equivalents + Other Current Financial Assets + Other Non Current Financial Assets].
  Other Current and Non-Current Fin. Assets considers the effect of the Mark to Market of the Cross Currency Swaps according to IAS 32, since 01.01.2014.
- (3) Net Financial Debt not considering CCS's MtM effect: [Other Current Financial Debt + Other Non-Current Financial Debt] [Cash + Cash Equivalents + Other Current Financial Assets + Other Non Current Financial Assets CCS MtM].

For the Mark to Market of the Cross Currency Swaps (CCS MtM) see Note 21 of the Company Financial Statements.

- (4) Adjusted EBITDA / (Financial Expenses Financial Income)
- (5) Oct-18 Partial Tender Offer of the 144A 2023 Andina Bond executed (US\$ mm210 nominal). The purchase was refinanced by the issuance of a UF 5.7mm Local Bond (Bullet structure with maturity on 2039)
- (6) Free Cash Flow = Operating Income + Depreciation CAPEX Taxes (+/-) Working Capital Variation.



### Consolidated Financial Highlights (Billion Ch\$)

Total Volume (million UCs)	2013	2013P	2014	<b>2015</b>	2016	2017	2018	1Q18	1Q19	2Q18	2Q19	3Q18	3Q19
	763	826	831	820	779	756	751	204	198	165	161	168	173
Net Sales	1,522	1,640	1,797	1,877	1,777	1,849	1,673	480	447	363	380	345	406
Operating Income	171	179	187	216	214	239	225	76	68	34	35	35	39
<i>Operating Margin</i>	<i>11.3%</i>	<i>10.9%</i>	10.4%	<i>11.5%</i>	12.0%	12.9%	13.5%	15.9%	15.2%	9.4%	<i>9.2%</i>	10.1%	<i>9.6%</i>
Adjusted EBITDA	255	270	290	316	311	338	325	101	94	59	62	59	66
Adjusted EBITDA Margin	16.7%	16.4%	16.1%	<i>16.8%</i>	17.5%	18.3%	19.5%	21.1%	21.0%	16.2%	16.4%	17.1%	16.4%
Net Income	89	85	75	88	91	118	97	42	46	8	15	11	25
Revenues per unit case (US\$)	4.03	4.01	3.79	3.50	3.37	3.77	3.42	3.91	3.38	3.52	3.46	3.09	3.30
Adj. EBITDA per unit case (US\$)	0.67	0.66	0.61	0.59	0.59	0.69	0.67	0.82	0.71	0.57	0.57	0.53	0.54
Capital Expenditures (million US\$)	362	N/A	220	170	184	228	197	38	56	42	34	35	26
CAPEX/Depreciation (times)	2.2	N/A	1.2	1.1	1.3	1.6	1.3	0.9	1.4	1.1	0.9	1.0	0.7
FX (Ch\$/USD) period average	495.5	495.5	570.8	654.4	676.8	649.1	638.0	601.8	666.8	621.7	683.9	663.2	706.9
FX (Ch\$/USD) end of period	524.6	524.6	606.8	710.1	669.5	614.8	694.8	603.4	678.5	651.2	679.2	660.4	728.2
Legal Results	AKO FY + KOP FY + (Vital+VAS A+ECSA) FY + IPI 4Q	א (( בי	AKO FY + (OP FY + Vital+VAS A+ECSA) FY + IPI FY										
Proforma Results		AKO FY + KOP FY + (Vital+VAS A+ECSA) FY + IPI FY											

Note: 2018 results are constructed with Argentinean results expressed at dec-18 currency. 1Q18 (1Q19) results are constructed with Argentinean results expressed at March-18 (19) currency. 2Q18 (2Q19) results are constructed with Argentinean results expressed at June-18 (19) currency. 3Q18 (3Q19) results are constructed with Argentinean results expressed at September-18 (19) currency.

Accumulated capital expenditures as of September 2019 includes US\$30.1 million due to the adoption of IFRS 16.



## **Consolidated Financial Highlights** (Million US\$)

Total Volume (million UCs)	2013	2013P	2014	2015	2016	2017	2018	1Q18	1Q19	2Q18	2Q19	3Q18	3Q19
	763	826	831	820	779	756	751	204	198	165	161	168	173
Net Sales	3,071	3,311	3,151	2,868	2,627	2,848	2,569	797	668	581	556	521	572
Operating Income	346	361	328	329	316	368	348	127	101	54	51	53	55
<i>Operating Margin</i>	<i>11.3%</i>	<i>10.9%</i>	10.4%	11.5%	12.0%	12.9%	13.5%	15.9%	<i>15.2%</i>	9.4%	9.2%	10.1%	9.6%
Adjusted EBITDA	514	544	508	483	460	521	502	168	140	94	91	89	94
Adjusted EBITDA Margin	16.7%	16.4%	16.1%	<b>16.8%</b>	17.5%	18.3%	19.5%	<i>21.1%</i>	21.0%	16.2%	16.4%	17.1%	16.4%
Net Income	180	172	132	134	134	182	149	70	69	13	22	16	36
Revenues per unit case (US\$)	4.03	4.01	3.79	3.50	3.37	3.77	3.42	3.91	3.38	3.52	3.46	3.09	3.30
Adj. EBITDA per unit case (US\$)	0.67	0.66	0.61	0.59	0.59	0.69	0.67	0.82	0.71	0.57	0.57	0.53	0.54
Capital Expenditures	362	N/A	220	170	184	228	197	38	56	42	34	35	26
CAPEX/Depreciation (times)	2.2	N/A	1.2	1.1	1.3	1.6	1.3	0.9	1.4	1.1	0.9	1.0	0.7
FX (Ch\$/USD) period average	495.5	495.5	570.8	654.4	676.8	649.1	638.0	601.8	666.8	621.7	683.9	663.2	706.9
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Legal Results	AKO FY + KOP FY + (Vital+VAS A+ECSA) FY + IPI 4Q	 ( 	AKO FY + (OP FY + Vital+VAS A+ECSA) FY + IPI FY										
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Accumulated capital expenditures as of September 2019 includes US\$30.1 million due to the adoption of IFRS 16.



### Consolidated Balance Sheet (as of September 30, 2019, in million US\$ and million CLP\$)

Million US\$:

Assets		Liabilities and Equity	1
Cash and Cash Equivalents	147	Current Financial Liabilities	60
Current Assets	438	Other Current Liabilities	371
Non current Assets + Others	2,204	Non-Current Financial Liabilities	1,009
Goodwill	156	Other Non-Current Liabilities	289
		Total Equity	1,215
Total	2,945	Total	2,945
lotai	2,040	Net Debt Position: 776	
Million CLP\$:			
Assets		Liabilities and Equity	/
Cash and Cash Equivalents	106,977	Current Financial Liabilities	43,659
Current Assets	319,023	Other Current Liabilities	270,388
Non current Assets + Others	1,605,147	Non-Current Financial Liabilities	735,109
Goodwill	113,726	Other Non-Current Liabilities	210,766
		Total Equity	884,952
Total	2,144,873	Total	2,144,873

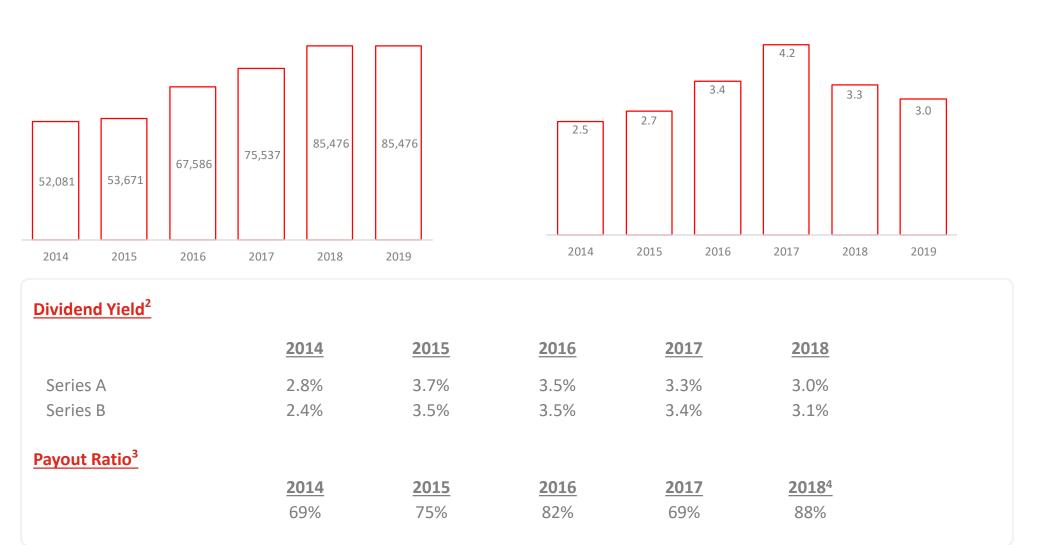
Net Debt Position: 564,906 million CLP\$



#### Dividends and Market Cap (as of September 30, 2019)



(million CLP\$)



**Market Cap** 

(billion USD)

(1) 2019 includes dividends announced but not payed during the quarter

(2) Dividend yield is calculated as dividends per share distributed on year t over the closing price of year t-1

(3) Payout ratio is calculated as dividends distributed on account of income from the fiscal year t over the Net Income of the same year.

Additional dividends distributed in year t are incorporated in year t-1 sum of dividends.

(4) Estimated. Final 2018 ratio will be defined once the dividends to distribute in 2019 are determined.



# 4. Strategy



### **Expansion potential through organic and inorganic growth avenues**

#### **Organic growth**

Superior organic growth within the Coca-Cola system

- Fuel growth in SSD business
  - Strengthen our returnable segment to an attractive value proposition



- Increase immediate consumption as a vehicle for recruiting and profitability
- Optimize our product portfolio and price structure
- Increase our share in still categories
  - Implement new technologies to improve quality



- Invest in brand positioning and awareness
- Offer attractive price and packaging options
- Develop the category in the point of sale
- Develop best in class processes



- Invest in production, logistics and commercial capacity
- Innovate in our Route to Market (RTM) models
- Optimize the logistic network improving client delivery processes
- Invest in employee development opportunities
- Increase productivity and optimize cost structure

Inorganic growth

Key role in the consolidation process of the Coca-Cola system in Latin America

- Inorganic expansion in line with TCCC goals
- Main focus on businesses of or related to non-alcoholic beverages
- Selectively looking for opportunities in Latin America
- Flexibility in transaction structures to align incentives with potential targets
- Optimization of capital structure to continue generating value to all stakeholders



# 5. Appendix





### Argentina: Main Financial Highlights (Local Currency (million))

	2013	2014	2015	2016	2017	2018	1Q18	1Q19	2Q18	2Q19	3Q18	3Q19
Sales Volume (million UCs)	224	229	234	219	211	202	60	49	43	38	46	40
Net Sales	4,898	6,541	8,903	11,343	14,203	22,441	7,324	6,177	5,901	5,204	6,644	6,310
Operating Income	398	428	829	1,198	1,588	2,158	1,028	811	300	237	527	324
Operating Margin	8.0%	6.6%	9.3%	10.6%	11.2%	9.6%	14.1%	13.1%	5.1%	4.5%	7.7%	5.1%
Adjusted EBITDA	591	689	1,128	1,557	2,039	3,269	1,318	1,127	656	619	946	765
Adjusted EBITDA Margin	12.0%	10.6%	12.7%	13.8%	14.4%	14.6%	18.1%	18.3%	11.1%	11.9%	14.0%	12.1%
	0.07		1.00	0.10	1.0.1	0.05	1.04	0.04	0.44	0.00		
Revenues per unit case (US\$)	3.97	3.52	4.09	3.49	4.04	2.95	4.01	2.91	3.14	3.26	2.29	2.71
Adj. EBITDA per unit case (US\$)	3.97 0.47	3.52 0.37	4.09 0.52	3.49 0.48	4.04 0.58	2.95 0.43	4.01 0.72	2.91 0.53	3.14 0.35	3.26 0.39	2.29 0.32	2.71 0.33
Adj. EBITDA per unit case (US\$)	0.47	0.37	0.52	0.48	0.58	0.43	0.72	0.53	0.35	0.39	0.32	0.33
Adj. EBITDA per unit case (US\$) Capital Expenditures (million US\$)	0.47 88	0.37 46	0.52	0.48	0.58 49	0.43 43	0.72	0.53 8	0.35	0.39	0.32	0.33

Note: 2018 results are expressed at Dec-18 currency. 1Q18, 2Q18, and 3Q18 results are expressed at March-19, June-19, and Sept-19 currency respectively.



## Brazil: Main Financial Highlights (Local Currency (million))

	2013	2013P	2014	2015	2016	2017	2018	1Q18	1Q19	2Q18	2Q19	3Q18	3Q19
Sales Volume (million UCs)	243	305	306	291	266	249	249	65	66	56	58	56	62
Net Sales	2,142	2,657	2,959	3,059	3,037	2,976	3,062	809	877	683	754	668	837
Operating Income	257	290	354	378	369	414	448	139	153	76	86	73	79
Operating Margin	12.0%	10.9%	11.8%	12.5%	12.1%	13.9%	14.7%	17.1%	17.5%	11.1%	11.4%	10.9%	9.4%
Adjusted EBITDA	342	407	489	512	501	551	600	174	193	115	127	111	122
Adjusted EBITDA Margin	16.0%	15.4%	16.4%	16.9%	16.4%	18.5%	19.7%	21.4%	22.0%	16.8%	16.9%	16.7%	14.5%
Revenues per unit case (US\$)	4.09	4.04	4.10	3.19	3.28	3.74	3.40	3.85	3.53	3.37	3.30	3.02	3.42
Revenues per unit case (US\$) Adj. EBITDA per unit case (US\$)	4.09 0.65	4.04 0.62	4.10 0.67	3.19 0.54	3.28 0.54	3.74 0.69	3.40 0.67	3.85 0.83	3.53 0.78	3.37 0.57	3.30 0.56	3.02 0.50	3.42 0.50
Adj. EBITDA per unit case (US\$)	0.65	0.62	0.67	0.54	0.54	0.69	0.67	0.83	0.78	0.57	0.56	0.50	
Adj. EBITDA per unit case (US\$) Capital Expenditures (million US\$)	0.65 126	0.62 N.A.	<b>0.67</b> 89	0.54	0.54	0.69	<b>0.67</b> 74	0.83	0. <b>78</b> 13	0.57	0.56	<b>0.50</b> 14	<b>0.50</b> 7
Adj. EBITDA per unit case (US\$)	0.65	0.62	0.67	0.54	0.54	0.69	0.67	0.83	0.78	0.57	0.56	0.50	
Adj. EBITDA per unit case (US\$) Capital Expenditures (million US\$)	0.65 126	0.62 N.A.	<b>0.67</b> 89	0.54	0.54	0.69	<b>0.67</b> 74	0.83	0. <b>78</b> 13	0.57	0.56	<b>0.50</b> 14	<b>0.50</b> 7



## Chile: Main Financial Highlights (Local Currency (million))

	2013	2014	2015	2016	2017	2018	1Q18	1Q19	2Q18	2Q19	3Q18	3Q19
Sales Volume (million UCs)	235	232	234	232	231	231	62	65	50	50	52	56
Net Sales	477,918	492.072	514,733	540,427	551.873	570,939	147,712	156,876	126,228	132.757	130,557	141,525
Operating Income	66,620	56,460	63,059	68,879	72,890	82,131	23,061	20,455	10,729	11,826	13,773	15,314
Operating Margin	13.9%	11.5%	12.3%	12.7%	13.2%	14.4%	15.6%	13.0%	8.5%	8.9%	10.5%	10.8%
Adjusted EBITDA	102,587	95,167	103,142	112,499	115,579	124,485	33,316	31,917	21,155	23,375	24,318	27,123
Adjusted EBITDA Margin	21.5%	19.3%	20.0%	20.8%	20.9%	21.8%	22.6%	20.3%	16.8%	17.6%	18.6%	19.2%
Revenues per unit case (US\$)	4.11	3.72	3.36	3.44	3.68	3.87	3.99	3.65	4.04	3.87	3.81	3.59
Adj. EBITDA per unit case (US\$)	0.88	0.72	0.67	0.72	0.77	0.84	0.90	0.74	0.68	0.68	0.71	0.69
Capital Expenditures (million US\$)	103	58	76	55	51	58	11	34	15	18	11	10
CAPEX/Depreciation (times)	1.4	0.9	1.2	0.9	0.8	0.9	0.6	2.0	0.9	1.1	0.7	0.6
FX (Ch\$/USD) period average	495.5	570.8	654.5	676.8	648.6	638.0	601.8	666.8	621.7	683.9	663.2	706.9
FX (Ch\$/USD) end of period	524.6	606.8	710.2	669.5	614.8	694.8	603.4	678.5	651.2	679.2	660.4	728.2



# Paraguay: Main Financial Highlights (Local Currency (million))

	2013	2014	2015	2016	2017	2018	1Q18	1Q19	2Q18	2Q19	3Q18	3Q19
Sales Volume (million UCs)	61	63	61	62	65	68	18	18	16	15	15	16
Net Sales	968,523	1,010,735	1,033,215	1,107,678	1,227,001	1,337,989	353,045	354,575	313,475	302,109	292,767	322,389
Operating Income	129,747	157,306	176,418	199,617	221,018	260,735	77,203	78,892	64,573	53,677	43,590	59,189
Operating Margin	13.4%	15.6%	17.0%	18.0%	18.0%	19.4%	21.9%	22.2%	20.3%	17.7%	15.2%	18.4%
Adjusted EBITDA	220,229	260,203	278,172	296,810	315,831	349,512	99,000	99,698	85,835	74,848	65,879	81,307
Adjusted EBITDA Margin	22.7%	25.7%	26.9%	26.8%	25.7%	26.1%	28.0%	28.1%	27.1%	24.7%	22.8%	25.2%
Revenues per unit case (US\$)	3.70	3.63	3.23	3.15	3.35	3.44	3.52	3.24	3.51	3.26	3.40	3.36
Adj. EBITDA per unit case (US\$)	0.84	0.94	0.87	0.84	0.86	0.90	0.98	0.91	0.95	0.81	0.78	0.85
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Capital Expenditures (million US\$)	45	28	16	16	16		2	2	4	3	5	4
CAPEX/Depreciation (times)	2.1	1.2	0.8	0.9	0.9	1.4	0.6	0.6	1.0	0.8	1.2	1.2
FX (G\$/US\$) period average	4,280	4,459	5,209	5,731	5,619	5,732	5,578	6,076	5,624	6,260	5,786	6,179
FX (G\$/US\$) end of period	4,585	4,629	5,835	5,767	5,590	5,961	5,548	6,181	5,703	6,190	5,895	6,380



# Corporate Presentation 3Q19



Coca Cola.