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SUPERINTENDENCIA  
VALORES Y SEGUROS

Santiago, 15 de enero de 2014

**Señores  
Superintendencia de Valores y Seguros  
Presente**

**Ref. : Envía copia de información**

De nuestra consideración:

Hacemos llegar a ustedes, copia de la información que está siendo presentada en la **18th Annual LatAm CEO Conference, Santander**, entre los días 14 al 16 de enero de 2014 en Cancún, México. Copia de la misma se encuentra en nuestro sitio internet [www.ccu.cl](http://www.ccu.cl), sección Información para Inversionistas.

Atentamente,

Ricardo Reyes Mercandino  
Gerente Corporativo Administración y Finanzas  
Compañía Cervecerías Unidas S.A.

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Incl.: Lo indicado

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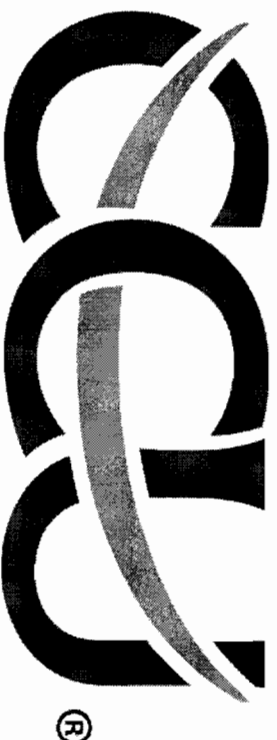
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A world  
of flavours

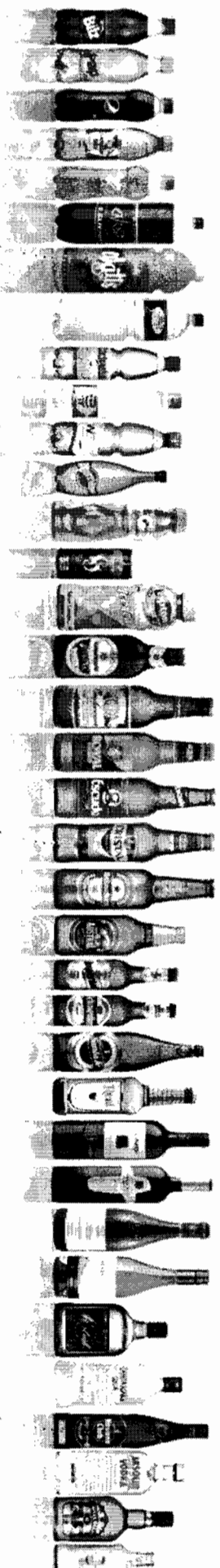


# Corporate Presentation Santander

Investor Relations

January, 2014

18th Annual LatAm CEO Conference  
Cancún, México





# Disclaimer



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Although we believe that these forward-looking statements and the information in this presentation are based upon reasonable assumptions and expectations, we cannot assure you that such expectations will prove to have been correct. The forward-looking statements represent CCU's views as of the date of this presentation and should not be relied upon as representing our views as of any date subsequent to the date of this presentation as we undertake no obligation to update any of these statements. Listeners are cautioned not to place undue reliance on these forward-looking statements as such statements and information involve known and unknown risks. These statements should be considered in conjunction with the additional information about risk and uncertainties set forth in CCU's SEC filings: Prospectus supplements dated September 16, 2013 and September 13, 2013 and the accompanying Prospectus dated August 15, 2013; CCU's annual report filed with the Chilean *Superintendencia de Valores y Seguros* (SVS) and in CCU's 20-F for the year ended December 31, 2012, filed with the U.S. Securities and Exchange Commission (SEC).

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# Agenda



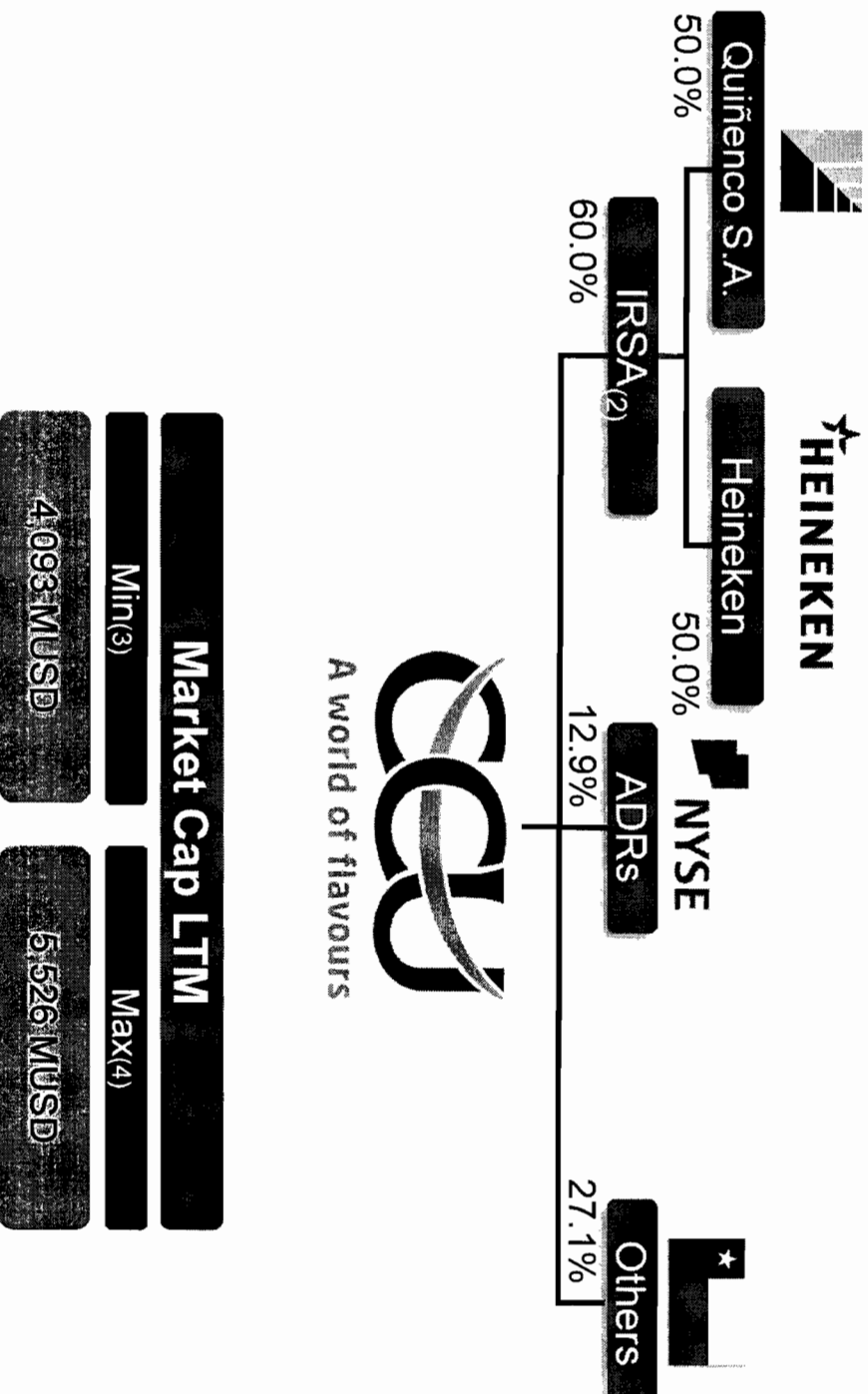
<b>1.</b>	<b>CCU overview</b>	<b>2</b>
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<b>4.</b>	Key takeaways	30





# 1. CCU overview

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



(1) Figures as of December 31, 2013. Number of shares: 369,502,872. (2) IRSA owns directly 53.2% of CCU's equity and 0.8% through Quinenco S.A. (3) As of June 24<sup>th</sup>, 2012 EV/EBITDA = 9.8x. (4) As of May 2<sup>nd</sup>, 2013, EV/EBITDA = 12.0x



# 1. CCU overview



- ▶ Multi-category branded beverages company operating in Chile, Argentina and Uruguay and with an extensive wine export business to more than 85 countries
- ▶ Broad product portfolio of highly-recognized brands
- ▶ Listed on the Santiago Stock Exchange (since 1920)<sup>(3)</sup> and on the NYSE (since 1999)<sup>(4)</sup>
- ▶ Brewing tradition since 1850

LTM as of June 30, 2013 key indicators<sup>(1)</sup>

**+** Volume 20.8 million HL

**+** Net sales USD 2,216 million

**+** EBITDA<sup>(2)</sup> USD 480 million

**+** EBITDA<sup>(2)</sup> margin 21.7 %



(1) Exchange rate as of June 30, 2013: CLP 507.16 /USD. (2) EBITDA is equivalent to ORBDA (Operating Result Before Depreciation and Amortization) as defined in the Chilean Accounting Standards (CNC). (3) CCU has not had any Exceptional Item for the last 12 months. (4) Listed also in the Bolsa de Valparaíso since 1999. (5) CCU was listed on NASDAQ from 1992 to 1999.



# 1. CCU overview



## Contribution by segment (LTM as of June 30<sup>th</sup>, 2013)<sup>(\*)</sup>



	<pre>graph TD     CCU[CCU (A world of flavours)] --&gt; Chile[Chile(**)]     CCU --&gt; Rio[Río de la Plata]     CCU --&gt; Wine[Wine(1)]     CCU --&gt; Others[Others(2)]     Chile --&gt; Beer[Beer Chile]     Chile --&gt; NonAlc[Non-Alcoholics]     Chile --&gt; Spirits[Spirits]     Rio --&gt; CCUArg[CCU Argentina]     Rio --&gt; Uruguay[Uruguay(4)]     Wine --&gt; VSPT[VSPT]</pre>							
	Total <sup>(3)</sup> (million)	Beer Chile	Non-Alcoholics	Spirits	CCU Argentina	Uruguay <sup>(4)</sup>	VSPT	
Volume	20,841L	26%	43%	1%	22%	2%	6%	0%
Net Sales	USD 2,216	30%	28%	6%	23%	0%	13%	0%
EBITDA <sup>(5)</sup>	USD 480	45%	26%	4%	14%	0%	7%	4%
EBITDA <sup>(5)</sup> margin (%)	21.7%	33%	20%	15%	13%	-	12%	-

(\*\*) Figure does not consolidate 50% ownership in Foods. This operation has additionally a 50% stake in Nutrabien, with an option to buy the remaining shares.

(\*) Figures have been rounded to add 100%. On a date to be defined, releases will disclose Chile, Río de la Plata and Wine business segments only. (1) Excludes VSPT. (2) Excludes VSPT. (3) Exchange rate as of June 30, 2013: 1 USD = 63.51 L. (4) Excludes VSPT. (5) EBITDA is equivalent to ORBDA (Operating Result Before Depreciation and Amortization), used in the 20-F form. CCU has not had any Exceptional Item for the period September 2012. (5) EBITDA is equivalent to ORBDA (Operating Result Before Depreciation and Amortization), used in the 20-F form. CCU has not had any Exceptional Item for the period September 2012.



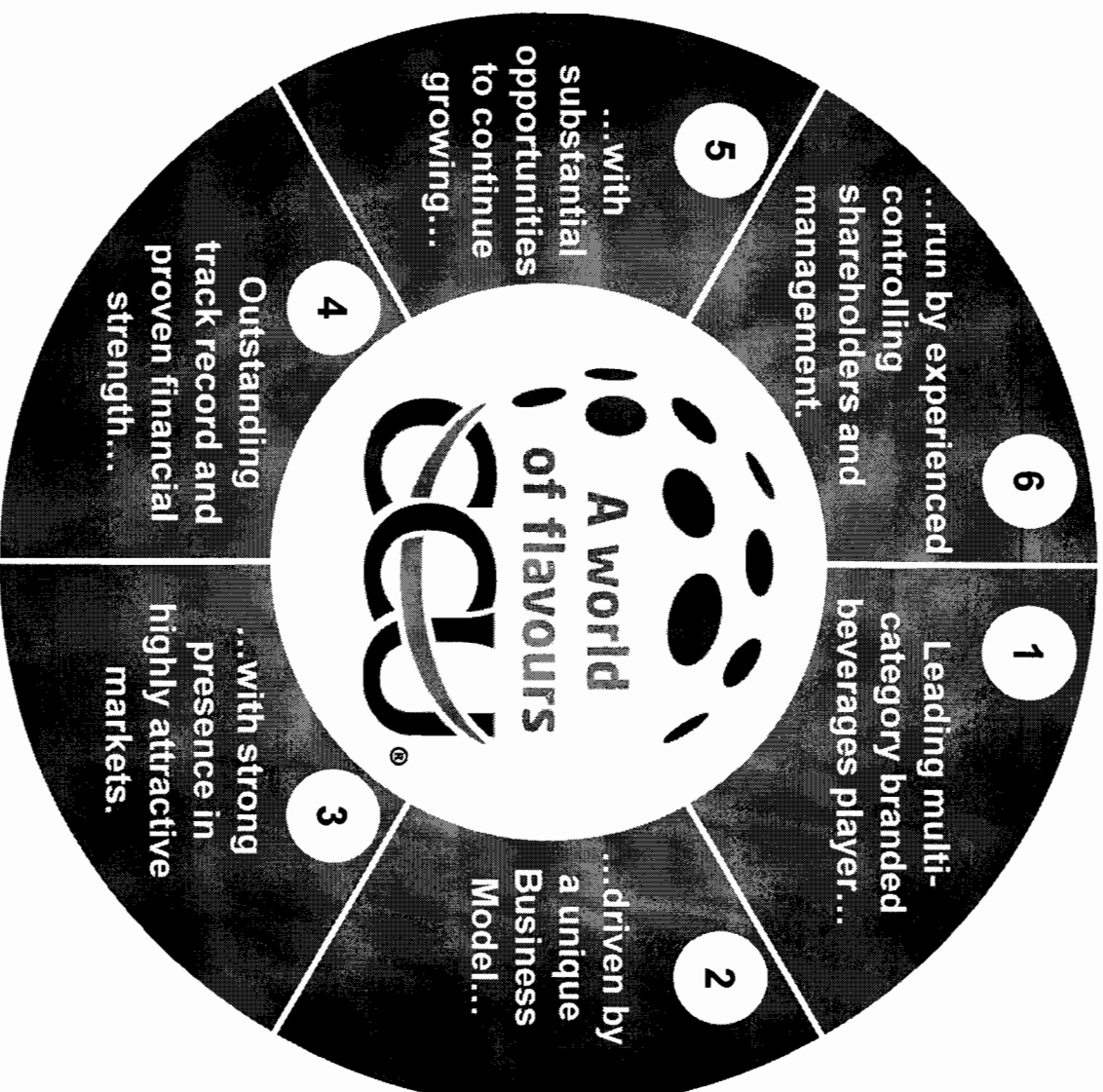
# Agenda



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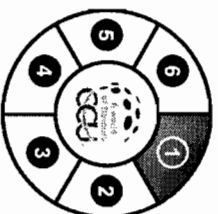


## 2. Investment highlights





# Leading multi-category branded beverages player...



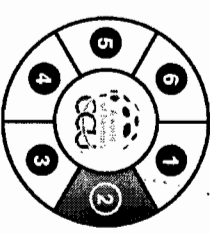
## Leader across a diverse business portfolio<sup>(1)</sup>

Main category	Ranking	[Market Share (M\$) / MS trend t-5 yrs]	Source	Key Brands
Beer	#1	79%	↓ Internal Estimates	Escudo, Corona, Heineken, (5)
Carbonated Softdrinks	#2	25%	↑ Nielsen	Quilmes, Pepsi, Coca-Cola
Juices / Promarca <sup>(1)</sup>	#2 / #1	32% / 43%	↑↑ Nielsen	Orbita
Mineral Water	#1	58%	↓ Nielsen	Quilmes, Cielito, Cielito
Flavored Water	#1	57%	↓ Nielsen	W
Purified Water	#2	26%	↑ Nielsen	Maratón
HOD	#1	53%	↑ Internal Estimates	
Sports Drinks	#1	60%	↓ Nielsen	G
Ice Tea	#1	48%	↑ Nielsen	G
Energy Drinks	#3	11%	↓ Nielsen	Quilmes
Pisco <sup>(2)</sup>	#1	52%	↑ Nielsen	C, MCKENNA, Absolut, (5), (6)
Rum <sup>(2)</sup>	#1	21%	↑ Nielsen	ABSOLUT VODKA
Other Spirits <sup>(3)</sup>	#6 / #3	7% / 18%	↑ Nielsen	ABSOLUT VODKA
Beer CCU Argentina	#2	23%	↑ Internal Estimates	Schneider, Heineken, (5), (6)
Cider in Argentina	#1	35%	↑ Nielsen	Real, 1888, LA VICTORIA
Beer Uruguay <sup>(4)</sup>	#2	2%	↑ Internal Estimates	Schneider, Heineken
CSD Uruguay	#3	6%	↑ Id Retail	Quilmes
Water Uruguay	#2	17%	↑ Id Retail	Quilmes
Wine Domestic Chile <sup>(2)</sup>	#3	27%	↑ Nielsen	1865, TAT
Wine Export Chile <sup>(7)</sup>	#2	13%	↑ Wines of Chile	TARAPACA, Gato
Wine Argentina <sup>(7)</sup>	#10	2%	↑ Internal Estimates	ICEITA

Under the brand endorsement

(1) Figures as of December 2012. (2) Bi-monthly information: total year as Dec-Jan 2011 - Oct-Nov 2012. (3) Includes Vodka and Whisky. (4) Does not include Heineken sales market share (approx. 7%) which belongs to a subsidiary of the channel where we participate (excludes supermarket sales). (5) Does not include Heineken sales market share (approx. 7%) which belongs to a subsidiary of the channel where we participate (excludes supermarket sales). (6) License until December 2013 in Argentina and Uruguay. (7) Includes published export over all countries and Wines S.A. who licenses its wines brands to both companies.



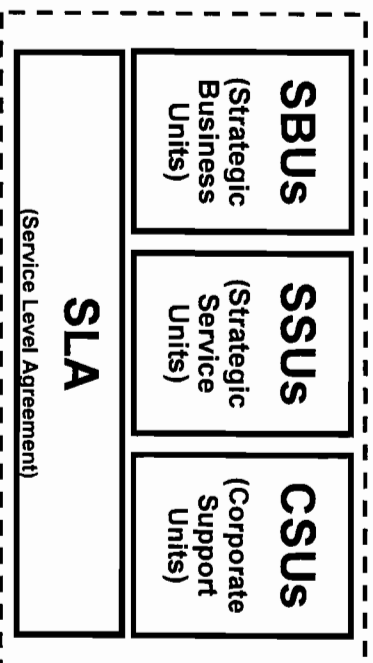


# ...driven by a unique Business Model

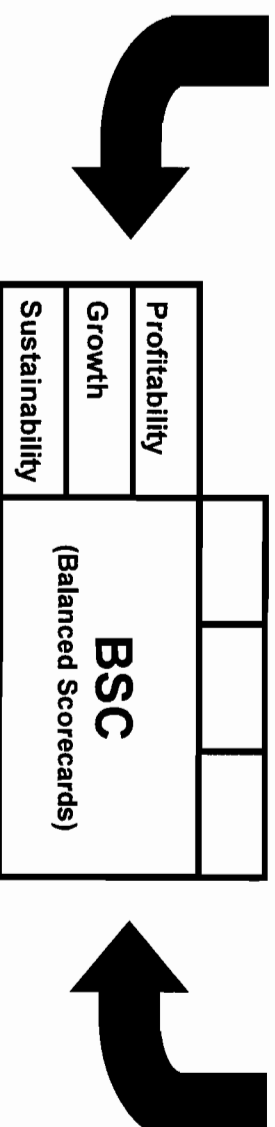
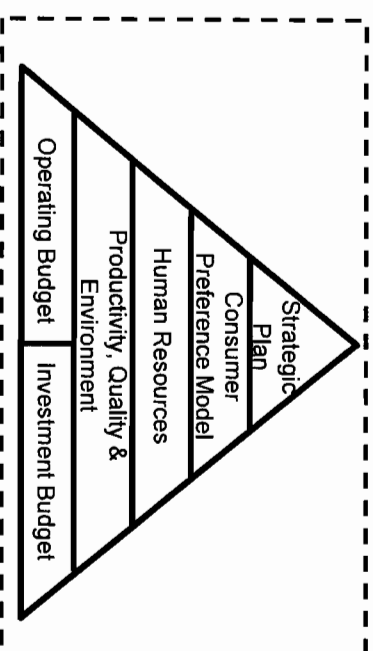
Based on Corporate Design and Management Processes with focus on Profitability, Growth and Sustainability

## Business Model

### CORPORATE DESIGN

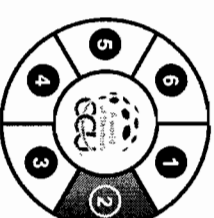


### MANAGEMENT PROCESSES





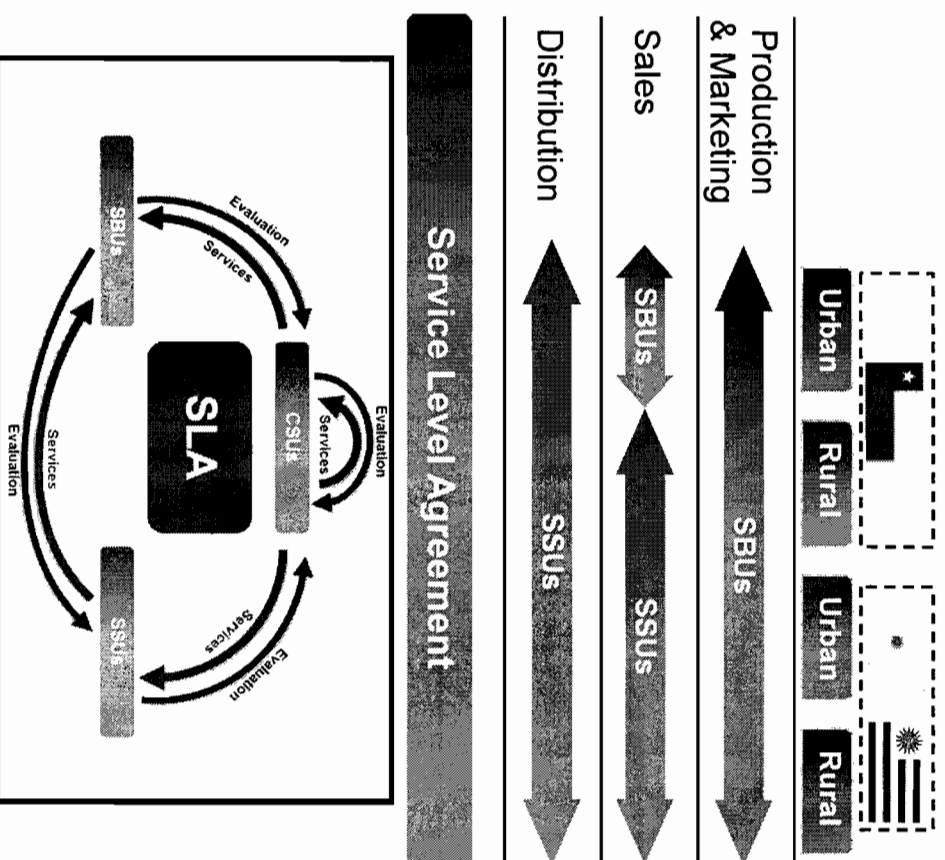
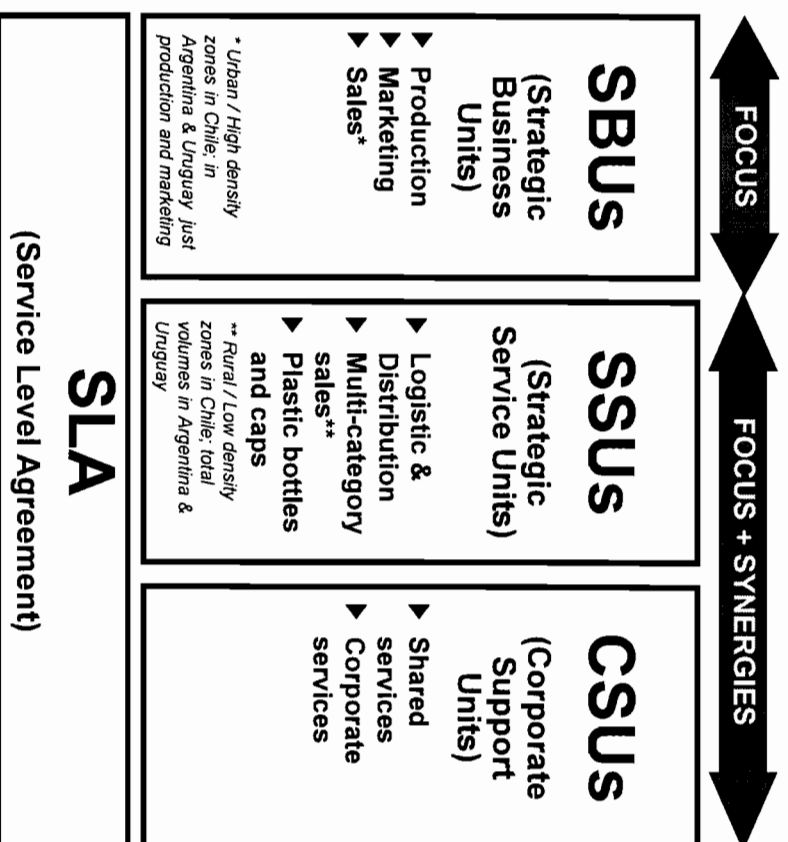
# ...driven by a unique Business Model...



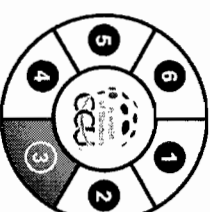
Which combines focus and synergies in its multi-category operation

Corporate Design

Commercial effort and distribution logistics











# ...with strong presence in highly attractive markets.

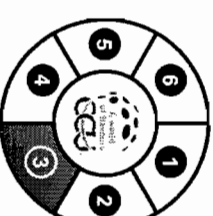
High growth in per capita consumption, population and GDP in our current markets...

				
	Chile	Argentina	Uruguay	USA
Liters per Capita <sup>(1)</sup>	258	343	329	516
Liters per Capita Growth (CAGR 2002-12)	3.8%	2.9%	4.0%	(0.4)%
Population Growth <sup>(2)</sup> (CAGR 2002-12)	1.0%	1.0%	0.2%	0.9%
GDP Growth <sup>(3)</sup> (CAGR 2002-12)	4.7%	7.1%	5.2%	1.6%

High potential  
for organic  
growth





(1) Source: CCU 2012 estimates for Chile, Argentina and Uruguay; Canadean 2012 estimates for USA. Includes white and flavored variants.  
International Monetary Fund (IMF), April 2013; (3) GDP growth in national currency and constant prices. Source: IMF, April 2013





**...with strong presence in high  
attractive markets.**

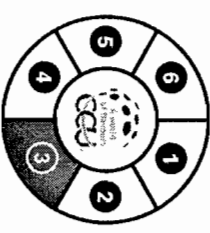
**High growth in per capita consumption, population and GDP in our current markets...**

	 <b>Chile</b>	 <b>Argentina</b>	 <b>Uruguay</b>	 <b>USA</b>
Liters per Capita <sup>(1)</sup>	<b>258</b>	<b>343</b>	<b>329</b>	<b>516</b>
Liters per Capita Growth (CAGR 2002-12)	<b>3.8%</b>	<b>2.9%</b>	<b>4.0%</b>	<b>(0.4)%</b>
Population Growth <sup>(2)</sup> (CAGR 2002-12)	<b>1.0%</b>	<b>1.0%</b>	<b>0.2%</b>	<b>0.9%</b>
GDP Growth <sup>(3)</sup> (CAGR 2002-12)	<b>4.7%</b>	<b>7.1%</b>	<b>5.2%</b>	<b>1.6%</b>

**High potential  
for organic  
growth**

(1) Source: CCU 2012 estimates for Chile, Argentina and Uruguay, Canadian 2012 estimates for USA. Includes white and sparkling wine. (2) Source: UN Population Division. (3) Source: IMF, April 2013. (4) Source: IMF, April 2013. (5) Source: IMF, April 2013. (6) Source: IMF, April 2013.





...with strong presence in highly attractive markets.

## Strong market share in growing segments in Chile

Categories	Liters per Capita <sup>(1)</sup>	Industry (CAGR 02-12)	CCU's MS <sup>(2)</sup>
Beer	40	4.7%	79%
Carbonated Softdrinks	125	2.6%	25%
Juices / Promarca	24	10.7%	32% / 43%
Mineral Water	12	3.4%	58%
Flavored Water <sup>(4)</sup>	5	16.1%	57%
Purified Water <sup>(5)</sup>	4	34.5%	26%
HOD <sup>(6)</sup>	6	12.6%	53%
Sport Drinks	1.3	43.0%	60%
Ice Tea <sup>(6)</sup>	0.3	20.5%	48%
Energy Drinks <sup>(4)</sup>	0.6	62.9%	11%
Pisco <sup>(3)</sup>	2	(1.4)%	52%
Rum <sup>(3)</sup>	1.1	22.7%	21%
Other Spirits <sup>(7)</sup>	0.5	7.4%	7% / 18%
Wines	12	(3.1)%	27%
<b>Total<sup>(8)</sup></b>	<b>234</b>	<b>3.9%</b>	<b>38.5%</b>
Milk <sup>(9)</sup>	24	2.1%	-
<b>Total</b>	<b>258</b>	<b>3.8%</b>	<b>35.0%</b>

CCU's presence is strongest in the high – growth categories currently benefiting from demographic and consumer preference trends, and increasing per capita consumption

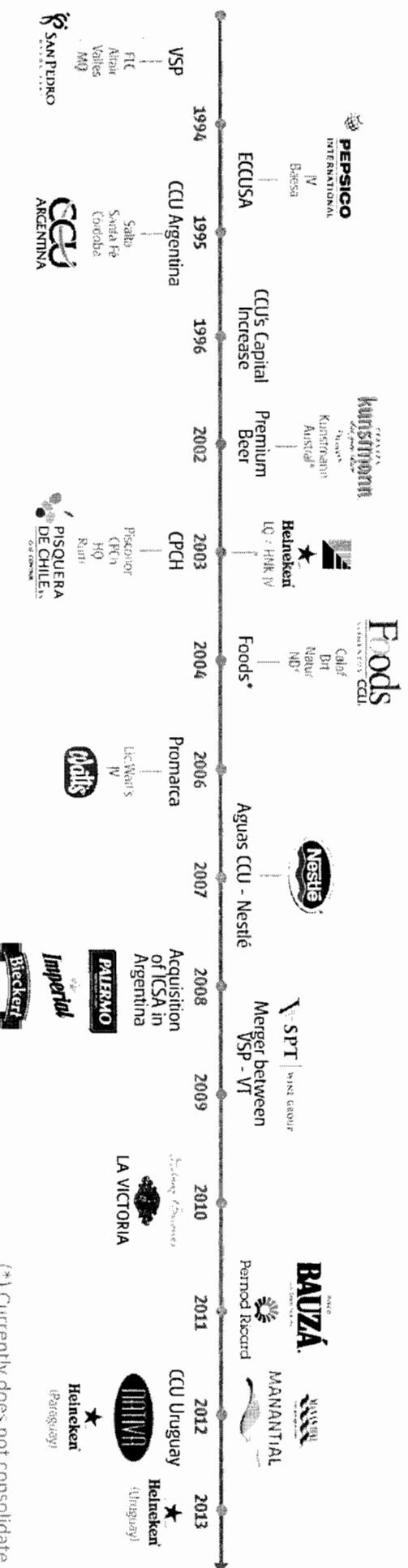
(1) Source: CCU as of December 2012 internal estimates and Canadian 2012. (2) Figures as of December 2012. (3) Bi-monthly information, total year as of December 2011. (4) Figures as of December. (5) Since 2005. (6) Since 2004. (7) Includes Vodka and Whisky. The right column figures refer only to the traditional flavored water segment (excludes supermarket sales). (8) Industries in which CCU participates, larger numbers have been rounded for simplicity. (9) Includes white and flavored milk.



- ▶ Significant growth since 1992
- ▶ Diversification into a multi-category branded company
- ▶ Over the last 20 years successfully executing strategic M&A transactions

EBITDA <sup>(1)</sup> CLP billions	1992 <sup>(2)</sup>	2012 <sup>(3)</sup>	CAGR <sup>(4)</sup>
Beer Chile	23.9	104.4	7.7%
Other segments	6.4	131.6	16.3%
CCU	30.3	235.9	10.8%

### Historical strategic M&A transactions<sup>(5)</sup>

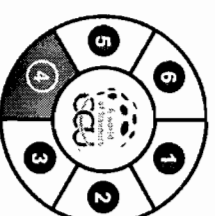


(\*) Currently does not consolidate

(1) EBITDA is equivalent to ORBDA (Operating Result Before Depreciation and Amortization) used in the 20-F form. (2) Under IFRS, figures in nominal CLP Billions in 2012. (3) Under IFRS, figures in nominal CLP Billions in 2012. (4) CCL has not had any Exceptions Item for 2012. (5) Some transactions occurred during more than one year, but they are presented for the period: 4.9%. Source Banco Central de Chile.



# Outstanding track record and powerful financial strength...



Key performance indicators show a constant improvement in each pillar...

CLP billions	CHGAAP <sup>(1)</sup>							IFRS <sup>(12)</sup>					CAGR <sup>(13)</sup> 02-12
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012		
Profitability													
Unit Margin (7th CLP/HL) <sup>(1)</sup>	17.2	17.9	19.2	20.8	21.3	23.4	23.8	25.3	26.4	28.4	29.4	5.5%	
EBIT <sup>(2)</sup>	37.6	45.9	58.7	66.5	79.7	101.4	124.0	137.4	157.1	179.9	181.2	17.0%	
EBITDA <sup>(3)</sup>	80.3	86.4	98.6	107.6	121.8	146.8	163.9	181.5	202.3	227.7	235.9	11.4%	
EBITDA Margin <sup>(4)</sup>	23.2%	22.5%	23.4%	21.9%	22.3%	23.4%	23.1%	23.4%	24.1%	23.5%	21.9%		
Net Income <sup>(5)</sup>	22.1	54.1	45.4	48.2	55.8	79.2	90.4	128.0	110.7	122.8	114.4	17.9%	
EPS (CLP) <sup>(6)</sup>	69.3	169.8	142.5	151.3	175.3	248.7	283.9	402.0	347.6	385.4	359.3	17.9%	
RONA <sup>(7)</sup>	6.5%	9.3%	11.5%	12.2%	13.6%	14.8%	14.2%	15.6%	16.9%	17.6%	17.0%		
Growth													
Net Sales	345.9	384.1	420.6	492	545.8	628.3	710.2	776.5	838.3	969.6	1,075.7	12.0%	
Cons. Volume (millions of HL)	10.2	10.9	11.4	12.3	13.4	14.2	15.7	16.3	17.3	18.4	19.8	6.9%	
Market Share in Chile <sup>(8)</sup>	34.0%	34.0%	33.7%	34.6%	35.1%	35.3%	35.8%	36.5%	36.5%	36.8%	38.5%		
Market Share <sup>(9)</sup>	27.2%	27.6%	27.8%	27.7%	27.9%	27.9%	29.1%	30.3%	30.5%	30.7%	32.2%		
Sustainability													
First Preference <sup>(9)</sup>	26.6%	29.8%	29.1%	31.1%	31.5%	29.1%	30.0%	30.7%	31.0%	31.6%	30.3%		
Organizational environment <sup>(10)</sup>	67%	69%	72%	70%	72%	72%	73%	77%	77%	76%	74%		

Source: CCU

(1) Unit Margin as Gross Margin / Consolidated Volume

(2) EBIT after EI is 163.9 and 192.8 for 2010 and 2011, respectively. EBIT is equivalent to Operating Result used in the 20-F form, figures before Exceptional Item (EI)

(3) EBITDA after EI is 209.1 and 240.6 for 2010 and 2011, respectively. EBITDA is equivalent to ORBDA (Operating Result Before Depreciation and Amortization) used in the 20-F, figs. before EI

(4) EBITDA margin after EI is 24.9% and 24.8% for 2010 and 2011, respectively

(5) Net Income attributable to Equity holders of the parent

(6) Considers 318,502,872 shares outstanding

(7) RONA (Return on Net Assets) = EBIT / Total Assets - (Total Current Liabilities - Other

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

(13) Inflation for the period: 3.0%

Current Financial Liabilities)

(8) Weighted market share of all categories in which CCU participates based on most recent estimates on each year's market size. Excludes Uruguay and cider/wines in Argentina. In the case of Chile, excludes milk

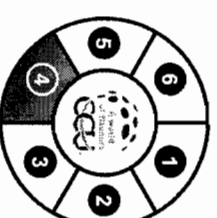
(9) Quarterly consumer poll, which measures brand equity through asking for consumer's preferred brand in each product segment, weighted based on most recent estimates on each year's market size. Excludes Uruguay, cider/wines in Argentina and HOD in Chile. Methodology changed for Mineral Water measure in 2006. Source: GfK Adimark

(10) Internal poll done to CCU employees, that measures the level of employee's job satisfaction

(12) IFRS, figures in International Currencies



# Outstanding track record and strong financial strength...



## Strong financial position (CLP million)

Assets	As of June 30th, 2013	As of June 30th, 2013 Proforma*	Liabilities and Equity	As of June 30th, 2013	As of June 30th, 2013 Proforma*
Cash and cash equivalents	65,827	397,546	Financial debt	274,846	274,846
Other current assets	355,947	355,947	Other liabilities	270,917	270,917
<b>Total current assets</b>	<b>421,773</b>	<b>753,493</b>	<b>Total liabilities</b>	<b>545,764</b>	<b>545,763</b>
Property, plant and equipment	638,091	638,091	Net equity (shareholders)	639,619	971,338
Other non current assets	218,067	218,067	Minority interest	92,548	92,548
<b>Total non current assets</b>	<b>856,158</b>	<b>856,158</b>	<b>Total equity</b>	<b>732,167</b>	<b>1,063,886</b>
<b>Total assets</b>	<b>1,277,931</b>	<b>1,609,651</b>	<b>Total liabilities and equity</b>	<b>1,277,931</b>	<b>1,609,649</b>

Financial Ratios		As of June 30th, 2013	As of June 30th, 2013 Proforma*
Interest coverage (>3.0) <sup>(1)</sup>		12.45	12.45
Debt to equity ratio (<1.5) <sup>(2)</sup>		0.75	0.51
Net financial debt / EBITDA <sup>(3)</sup>		0.86	-0.50
Financial debt / capitalization <sup>(4)</sup>		0.27	0.21
Local Bonds duration (years) <sup>(5)</sup>		5.25	5.25

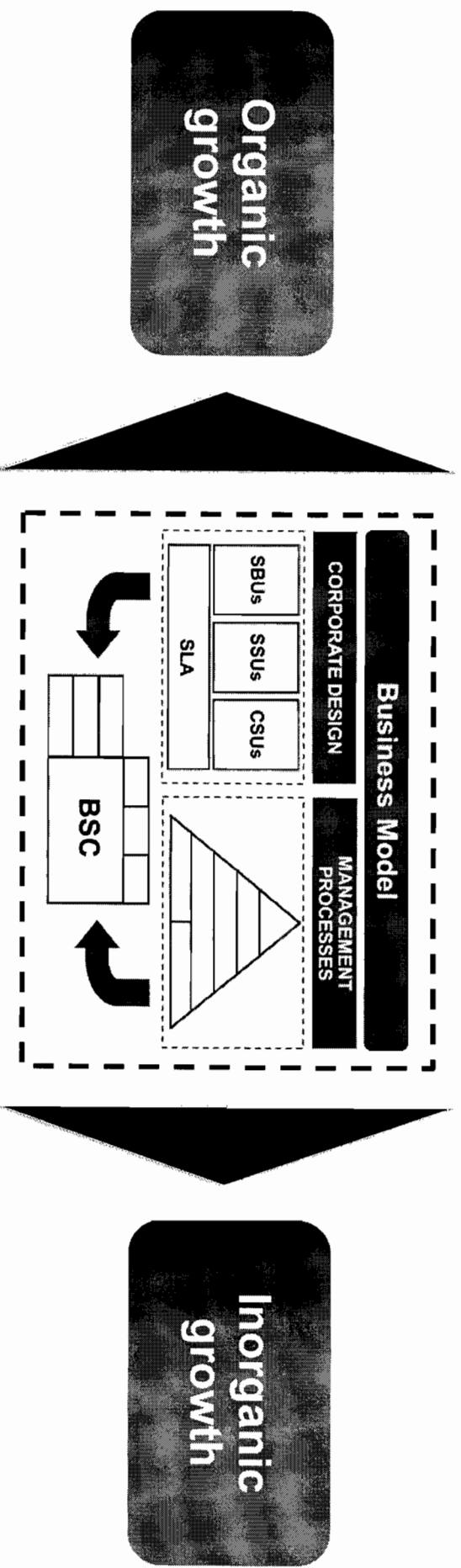
\* Proforma considers the capital increase of CLP 331,719 million. (1) Financial coverage as Financial Cost/EBITDA. (2) Financial coverage as Financial Cost/Debt. (3) Capitalization refers to financial debt plus total equity including minority interest. (4) EBITDA is equivalent to ORSIDA (Operating Result after Depreciation and Amortization) used in the 20-F form. (5) Excluding local bond "I" with maturity next March 2014 (3.9 million CLP - USD 1.36 million).



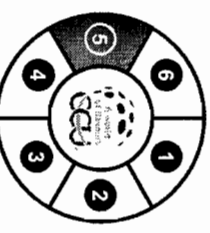
**...with substantial opportunities to continue growing...**



**Targeted sources of organic and inorganic growth**

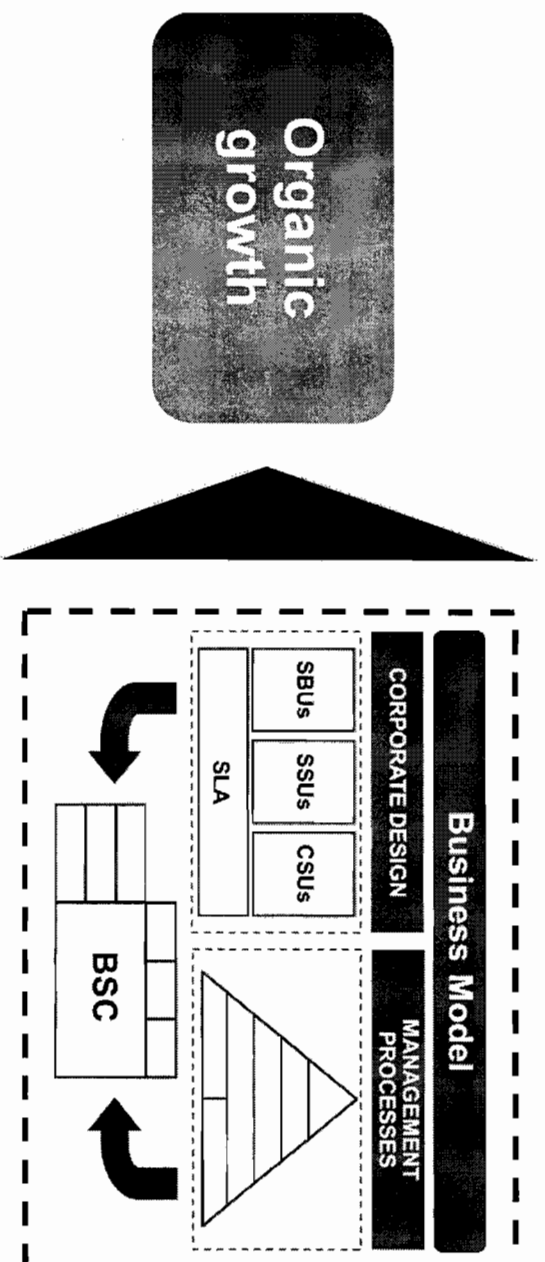






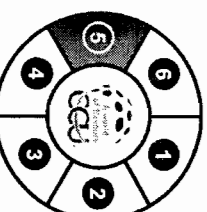
...with substantial opportunities  
continue growing...

Targeted sources of organic and inorganic growth



Organic  
growth





# ...with substantial opportunities to continue growing...

Organic growth opportunities driven by...

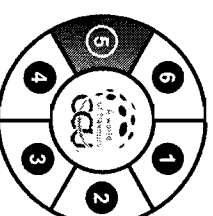
- ▶ Strong market share in the beverages sector, particularly in categories with higher potential
- ▶ Strong portfolio of preferred brands
- ▶ Still low per capita consumption
- ▶ Steady population growth
- ▶ Average prices growing faster than inflation
- ▶ Fast GDP growth

Attractive opportunities to continue strong organic growth in the future

CAPEX <sup>(1)(2)</sup>			
2013 – 2016		2017 – 2020	
CLP 585.8 ~ 600 billion		CLP 613.6 ~ 600 billion	
USD 1,188 million		USD 1,245 million	
Working Capital Increase <sup>(2)</sup>			
2013 – 2020			
CLP 150 billion			
USD 289 million			

(1) Includes New Productive Plants, Bottling lines, Productive Capacity Increase in existing plants, New Distribution Centers and Warehouses and IT capex requirements. (2) Observed exchange rate as of Extraordinary Shareholders Meeting follow on approval. CLP 452.90 / USD 1.00.





# ...with substantial opportunities to continue growing...

## Organic growth Capex plan for 2013 to 2020

Unit	2013 – 2016						2017 – 2020					
CCU Argentina	Temuco	Temuco	Santiago	Supernacido	Valdivia	Calama	TBD	Santiago	Puerto Ajo	Talcahuano	Melipilla	Pro. Mont.
CCK			Valdivia									
VSPT			Molina									
Sidra Argentina	Ciudadela											
CPCh			Ovalle									
Capex <sup>(1)</sup>	CLP 585,797 ~ 600,000 million						CLP 613,605 ~ 600,000 million					
	USD 1,188 million						USD 1,245 million					

Categories: New Productive Plants

Bottling lines

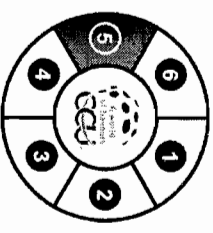
Productive Capacity Increase in existing plants

New Distributions Centers and Warehouses

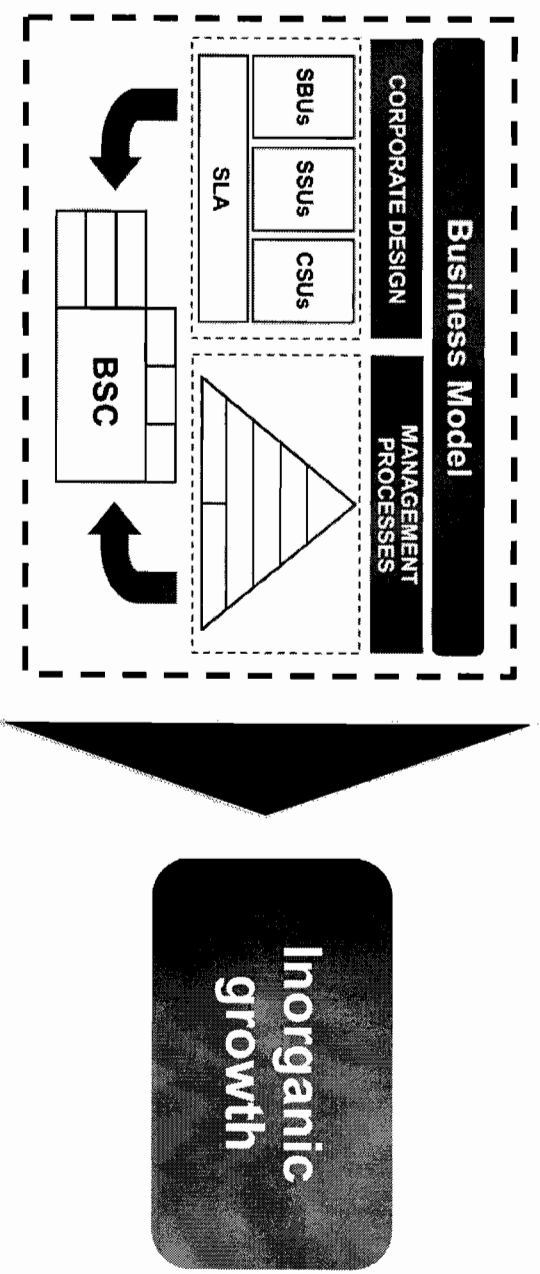
(1) Also includes Packaging, Marketing and IT capex requirements. Observed exchange rate as of June 18, 2013.  
Meeting follow on approval: CLP 492.90 / USD (June 18, 2013)



...with substantial opportunities to  
continue growing...

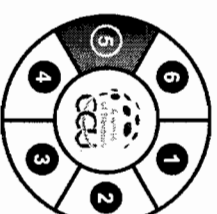


Targeted sources of organic and inorganic growth

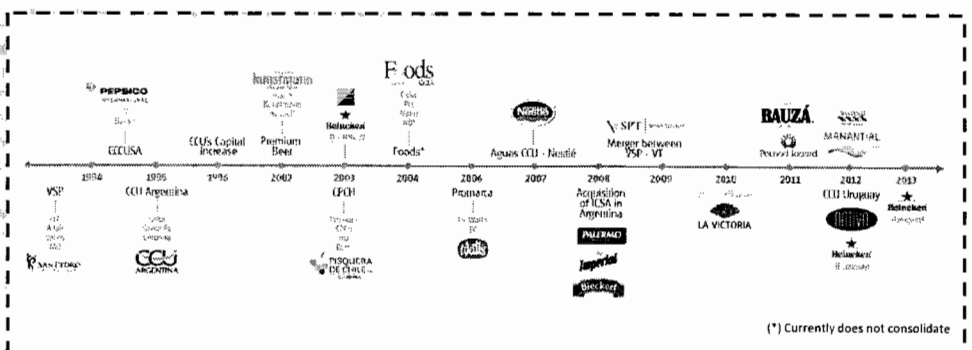




# ...with substantial opportunities to continue growing...



More than 20 years successfully executing strategic M&A transactions...

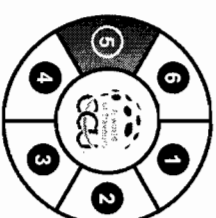


There are several opportunities for future inorganic growth

- Expand into neighboring markets with a focus on core businesses
- Develop multi-category businesses in Argentina and Uruguay
- Expand into the dairy products market in Chile
- Participate in the instant powders market (ready to mix) such as coffee, tea, soups, powder milk, among others
- Increase market share in the food market (ready to eat) in Chile

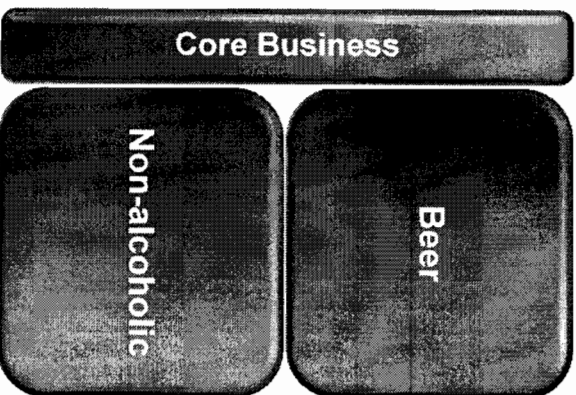


...with substantial opportunities  
continue growing...



Opportunities for future inorganic growth to strengthen our current operations and expand into adjacent categories and markets

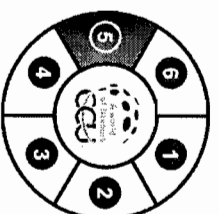
CHILE	ARGENTINA	URUGUAY	PARAGUAY	BOLIVIA	PERU	COLOMBIA
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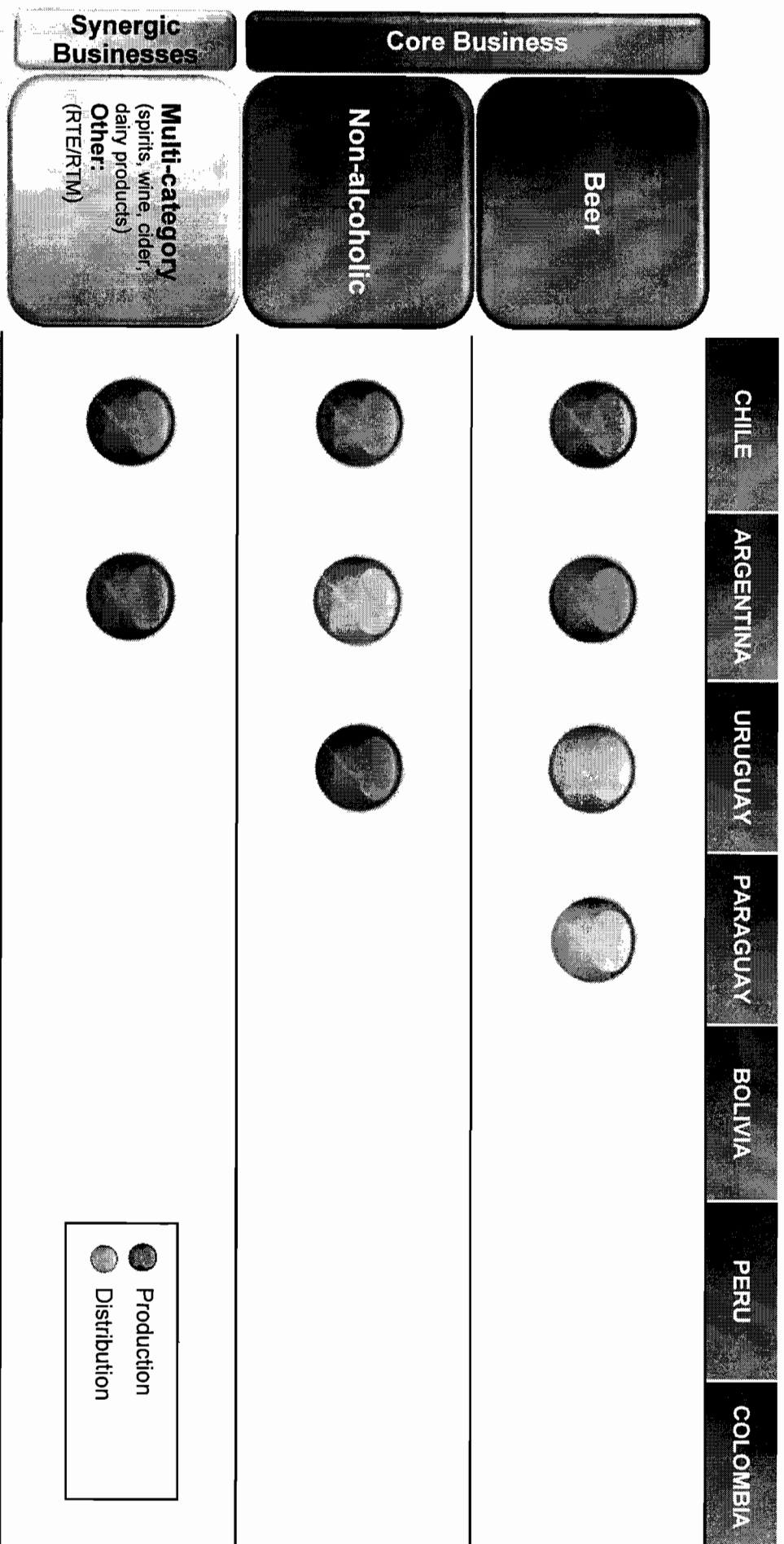
# AREAS OF INTEREST



# ...With substantial opportunities continue growing...

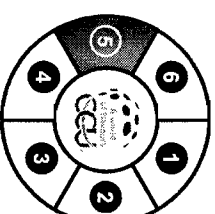


Opportunities for future inorganic growth to strengthen our current operations and expand into adjacent categories and markets





# ...with substantial opportunities continue growing...

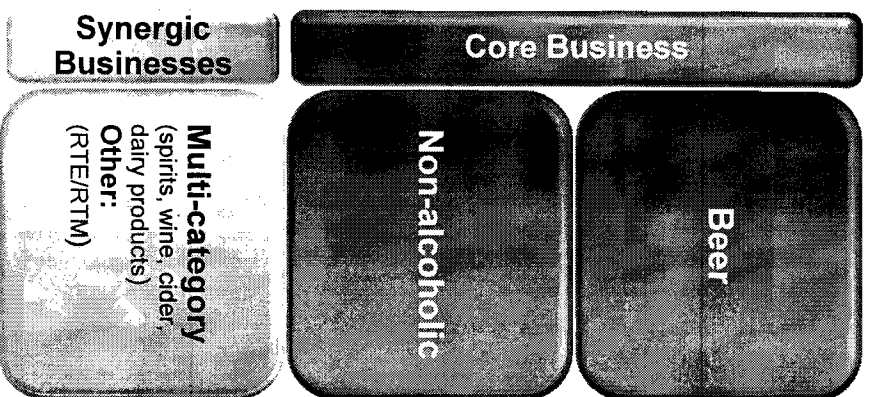


Opportunities for future inorganic growth to strengthen our current operations and expand into adjacent categories and markets

CHILE	ARGENTINA	URUGUAY	PARAGUAY	BOLIVIA	PERU	COLOMBIA
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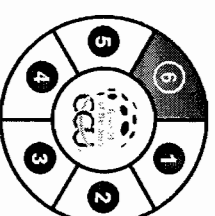
## Five Investment Criteria for inorganic growth....

1. ... projects with high potential profitability in the medium run, with a possible limited dilutive short term effect;
2. ... projects that will enable us to buy or potentially build relevant and large scale operations;
3. ... projects that will enable us to keep developing multi-category;
4. ... projects with proprietary brands and/or long term license agreements with strategic partners;
5. ... projects that will provide us competitive balance.





# ...run by experienced controllers and shareholders and management



Two partners with complementary strengths & proven capabilities



**HEINEKEN**

Quiñenco S.A. <sup>(1)</sup>

Heineken <sup>(2)</sup>

50.0%

50.0%



60.0%



## ► Quiñenco S.A.

- ✓ Local market knowledge
- ✓ One of the largest conglomerates in Chile controlled by the Lukic Family
- ✓ Listed in Santiago Stock Exchange

## ► Heineken

- ✓ Global footprint with operations in over 70 countries, with additional presence in many others markets
- ✓ Strong / leading brands and product innovation
- ✓ Listed in NYSE, London and Amsterdam

## Board of Directors<sup>(3)</sup>

- 4 Board members belong to Quiñenco S.A.
- 4 Board members belong to Heineken
- 1 Independent Board member
- 63 years old average age and 12 years at the company

## Senior Management Team

- 17 members integrate the Senior Management Team
- 50 years old average age and 15 years at the company

(1) Since 1986 50% ownership in IRSA. (2) Since 2003 50% ownership in IRSA. (3) Andronico Lukic: 26 years in the company (10 years as Chairman and Chairman since April 2013).



# Agenda



<b>1.</b>	<b>CCLU overview</b>	<b>2</b>
<b>2.</b>	<b>Investment highlights</b>	<b>6</b>
<b>3.</b>	<b>Recent performance</b>	<b>27</b>
<b>4.</b>	<b>Key takeaways</b>	<b>30</b>



### 3. Recent performance

## Volume growth trend



Volume growth(%)( <sup>(1)</sup> )	2009	2010	Q1'11	Q2'11	Q3'11	Q4'11	2011	Q1'12	Q2'12	Q3'12	Q4'12	2012	Q1'13			Q2'13			Q3'13		
													Total	Organic	Total	Total	Organic	Total	Total	Organic	Total
Beer Chile	-1.9	1.5	9.6	-2.9	0.0	8.4	4.6	5.6	5.8	2.2	-6.3	1.1	-2.8	-2.8	-1.0	-1.0	4.7	4.7	4.7	4.7	
Non-Alcoholics	3.8	9.8	3.7	4.9	7.2	8.2	6.1	18.6	18.0	11.1	17.9	16.5	19.1	10.3	19.9	10.4	21.8	13.3	13.3	13.3	
Spirits	-5.5	6.7	6.6	-2.5	5.5	19.4	7.5	25.4	19.9	11.7	10.3	15.7	-2.9	-2.9	10.3	10.3	7.4	7.4	7.4	7.4	
Chile	1.0	6.0	6.3	1.4	4.2	8.4	5.5	12.9	13.0	7.6	6.9	9.9	9.7	4.7	11.7	6.0	15.0	9.9	9.9	9.9	
CCU Argentina( <sup>(2)</sup> )	7.7	5.8	6.9	6.5	4.0	2.8	4.9	-1.9	-10.3	3.2	0.5	-1.6	-0.5	-0.5	-3.0	-3.0	-2.2	-2.2	-2.2	-2.2	
Uruguay	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rio de la Plata	7.7	5.8	7.4	9.4	10.8	13.9	10.6	-1.9	-10.3	3.2	14.4	3.0	12.8	-0.5	12.3	-3.0	11.5	-2.2	-2.2	-2.2	
Wines( <sup>(3)</sup> )	20.1	9.3	-1.7	-6.5	1.0	10.9	0.6	5.8	10.1	3.8	1.6	5.3	-4.5	-4.5	1.9	1.9	2.4	2.4	2.4	2.4	
TOTAL( <sup>(4)</sup> )	3.7	6.2	6.1	2.4	5.3	10.0	6.4	8.8	7.3	6.3	8.6	7.9	9.7	3.0	11.0	3.9	13.2	6.6	6.6	6.6	



(1) Compares quarter's volumes with same quarter's in prior year. (2) Includes CCU Argentina, beer and others (cider since 2011, spirits since 2012). (3) Wine includes Chile (domestic and export) and Argentina (export and domestic export). (4) 2011 considers cider only under the Total



### 3. Recent performance

## CCU S.A. latest results

CLP Millions	YTD	YTD	Δ%	Δ%	Q3'13	Q3'12	Δ%	Δ%
	Sep'13	Sep'12	Total	Organic			Total	Organic
Volumes (Th HL)	15,193	13,667	11.2%	4.4%	4,874	4,307	13.2%	6.6%
Net Sales	824,261	743,474	10.9%	9.0%	276,715	243,976	13.4%	11.7%
Gross Profit	445,339	392,145	13.6%	11.8%	147,203	128,316	14.7%	13.3%
Gross margin (%)	54.0%	52.7%			53.2%	52.6%		
EBIT <sup>(1)</sup>	114,546	111,303	2.9%	2.7%	34,673	34,063	1.8%	2.7%
EBIT <sup>(1)</sup> margin (%)	13.9%	15.0%			12.5%	14.0%		
Net Income	76,744	68,924	20.8%	22.6%	20,999	17,388	20.8%	22.6%
EBITDA <sup>(2)</sup>	161,943	151,485	6.9%	6.1%	50,807	47,862	6.2%	6.0%
EBITDA <sup>(2)</sup> margin (%)	19.6%	20.4%			18.4%	19.6%		

(1) EBIT is equivalent to Operating Result used in the 20-F form. (2) EBITDA is equivalent to ORBDA (Operating Result and Amortization) used in the 20-F form. CCU has not had any Exceptional Item for the last 12 months.



# Agenda

<b>1.</b>	CCU overview	2
<b>2.</b>	Investment highlights	6
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# Key takeaways



6. ...run by experienced controlling shareholders and management.

1. Leading multi-category branded beverages player...

5. ...with substantial opportunities to continue growing...

2. ...driven by a unique business model...

4. Outstanding track record and proven financial strength...

3. ...with strong presence in highly attractive markets.

