

Corporate Presentation



Investor Relations

March, 2014

8th Annual Andean Conference Santiago - Chile



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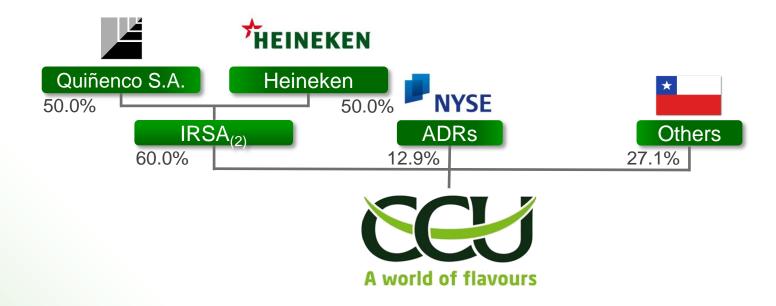
Agenda



1.	CCU overview	2
2.	Investment highlights	6
3.	Recent performance	27
4.	Key takeaways	30

1. CCU overview Ownership structure(1)

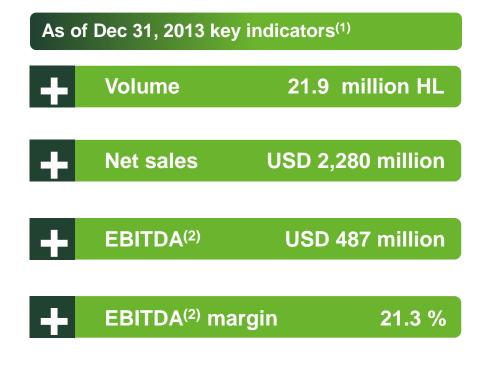




1. CCU overview



- Multi-category branded beverages company operating in Chile, Argentina, Uruguay and, since December 2013, in Paraguay with an extensive wine export business to more than 85 countries
- Broad product portfolio of highlyrecognized brands
- ► Listed on the Santiago Stock Exchange (since 1920)⁽³⁾ and on the NYSE (since 1999)⁽⁴⁾
- ▶ Brewing tradition since 1850

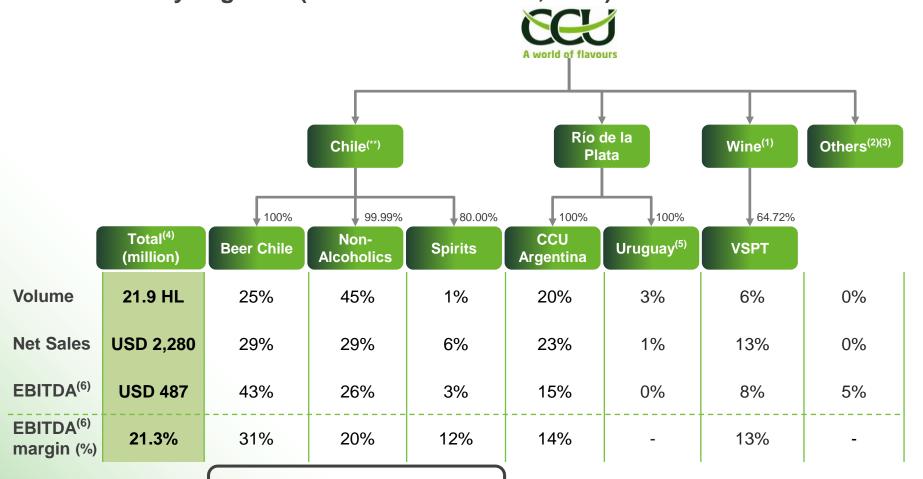




1. CCU overview



Contribution by segment (As of December 31th, 2013)(*)



 $^{(^{\}star\star})$ 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.

Agenda



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2. Investment highlights





Leading multi-category branded beverages player...



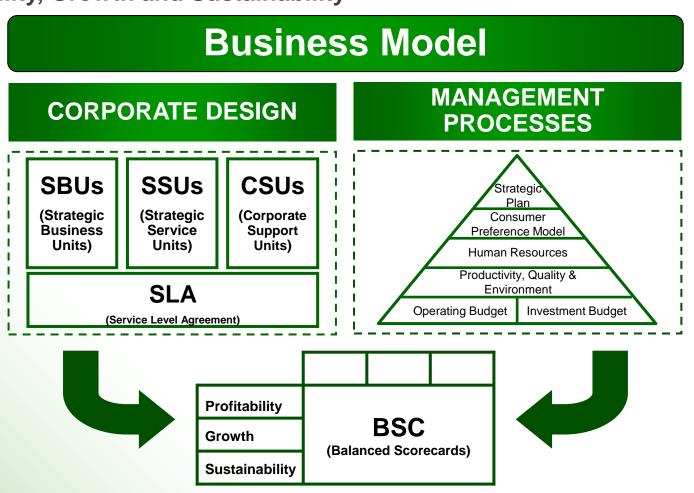
Leader across a diverse business portfolio⁽¹⁾

	Main category	Ranking	[Market Share (MS) MS trend t-5 yrs]	1	Source		Key	Brand	s
E	3eer	#1	78%	ı .	Internal Estimates	Escudo ES MASS ESCRIPTA	CRISTAL	★ Heineken	Budavise (6)
	Carbonated Softdrinks	#2	27%	Ť	Nielsen	EIL	(D pepsi.	CANADA
J	Juices / Promarca ⁽²⁾	#1/#1	37% / 47%	11	Nielsen			Watts	
N	Mineral Water	#1	58%	Į.	Nielsen		perrie-	cachantur	PORVENIR
F	Flavored Water	#1	58%	ļ	Nielsen		-Incl	. W	nan
σ F	Purified Water	#2	23%	1	Nielsen				
Chile	HOD	#1	63%	1	Internal Estimates			MANANTIAL	
0	Sports Drinks	#1	59%	Ţ	Nielsen			€	
I.	ce Tea	#1	49%	1	Nielsen			Lapton P See Fig.	
E	Energy Drinks	#4	7%	↓	Nielsen		A	drenaline	
F	Pisco ⁽³⁾	#1	52%	1	Nielsen	C.	1	Mistral	CAMPANARIO SOUR.
F	Rum ⁽³⁾	#1	21%	1	Nielsen		SIERRA MORENA		* Warang
	Other Spirits ⁽⁴⁾	#6/#3	7% / 11%	1	Nielsen	CHIVAS I		ABSOLUT VODKA	
E	Beer CCU Argentina	#2	23%	1	Internal Estimates	Schneider	Heineken	Budwe	(6) Corona .(7)
	Cider in Argentina	#1	36%	1	Nielsen	Real		888	LA VICTORIA
E	Beer Uruguay ⁽⁵⁾	#2	1%	1	Id Retail	Schneider	Не	± eineken	Budiveise
र क्व	CSD Uruguay	#3	6%	1	Id Retail		⊘ V	co.	
	Water Uruguay	#2	15%	1	Id Retail		Œ	VA	
la Plata	Beer Paraguay	#3	1%	1	CCR	Schneider	★ Heineken	Pain (@rlsberg
	Juices Paraguay	#2	36%	1	CCR		Pulp		Maxi
V	Water Paraguay	#6	6%	1	CCR	Lafe	JENTE	Villavičencio	Ser
	CSD Paraguay	#4	7%	1	CCR		(Válls)	•	
(t)	Wine Domestic Chile(3)	#3	27%	1	Nielsen	Witiones	18	365	TAY Variables
Wine	Wine Export Chile(8)	#2	13%	1	Wines of Chile	TA	RAPACA		∢ Gato
> •	Wine Argentina ⁽⁸⁾	#11	2%	1	Internal Estimates		3	<u> </u>	

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



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



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



Which combines focus and synergies in its multi-category operation

Corporate Design Commercial effort and distribution logistics

FOCUS + SYNERGIES

SBUs

(Strategic Business Units)

- Production
- Marketing
- ▶ Sales*
- * Urban / High density zones in Chile; in Argentina & Uruguay just production and marketing

SSUs

(Strategic Service Units)

- ► Logistic & Distribution
- Multi-category sales**
- Plastic bottles and caps
- ** Rural / Low density zones in Chile; total volumes in Argentina & Uruguay

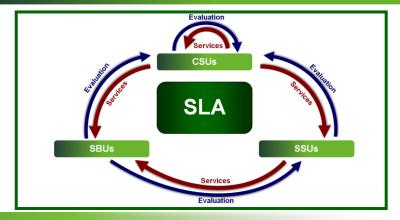
CSUs

(Corporate Support Units)

- Shared services
- Corporate services

Production & Marketing SBUs SSUs Distribution SSUs

Service Level Agreement



SLA

(Service Level Agreement)

...with strong presence in highly attractive markets.



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

	*	*	*	⊚	
	Chile	Argentina	Uruguay	Paraguay	USA
Liters per Capita ⁽¹⁾	266	350	312	258	516
Liters per Capita Growth (CAGR 2003-13)	4.8%	3.8%	4.4%	6.5%	(0.4)%
Population Growth ⁽²⁾ (CAGR 2003-13)	1.0%	1.1%	0.3%	1.8%	0.9%
GDP Growth ⁽³⁾ (CAGR 2003-13)	4.8%	6.6%	5.4%	4.6%	1.7%

High potential for organic growth

...with strong presence in highly attractive markets.



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

	*	*	*	©	
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					! !

High potential for organic growth

...with strong presence in highly attractive markets.



Strong market share in growing segments in Chile

	Categories	Liters per Capita ⁽¹⁾	Industry (CAGR 03-13)	CCU's MS ⁽²⁾
	Beer	41	5.5%	78%
	Carbonated Softdrinks	126	3.3%	27%
	Juices / Promarca	26	12.3%	37% / 47%
	Mineral Water	13	5.1%	58%
	Flavored Water ⁽⁴⁾	7	18.5%	58%
	Purified Water ⁽⁵⁾	5	34.2%	23%
Chile	HOD ⁽⁵⁾	7	10.1%	63%
بد	Sport Drinks	1.7	43.6%	59%
ပ	Ice Tea ⁽⁶⁾	0.4	21.2%	49%
	Energy Drinks(4)	1.0	64.1%	7%
	Pisco ⁽³⁾	2.1	-0.2%	52%
	Rum ⁽³⁾	0.9	18.0%	21%
	Other Spirits ⁽⁷⁾	0.5	7.8%	7% / 11%
	Wines	12	(2.3)%	27%
	Total ⁽⁸⁾	242	5.0%	40.6%
	Milk ⁽⁹⁾	24	3.7%	-
	Total	266	4.8%	37.0%

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

Outstanding track record and proven financial strength...

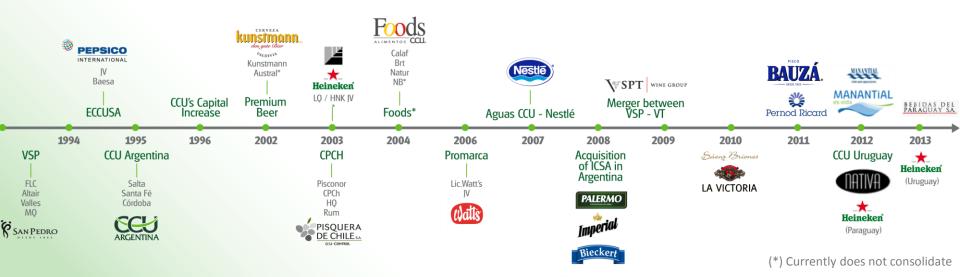


Proven track record for organic and inorganic growth

- Significant growth since 1993
- Diversification into a multi-category branded company
- Over the last 20 years successfully executing strategic M&A transactions

EBITDA ⁽¹⁾ CLP billions	1993 ⁽²⁾	2013 ⁽³⁾	CAGR ⁽⁴⁾
Beer Chile	30.3	109.6	6.6%
Other segments	9.2	145.9	14.8%
CCU	39.5	255.5	9.8%

Historical strategic M&A transactions(5)



Outstanding track record and proven financial strength...



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

CLP billions	CHGAAP ⁽¹¹⁾			IFRS ⁽¹²⁾				CAGR ⁽¹³⁾				
oli simono	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	03-13
Profitability												
Unit Margin (Th CLP/HL)(1)	17.9	19.2	20.8	21.3	23.4	23.8	25.3	26.4	28.4	29.4	30.1	5.6%
EBIT ⁽²⁾	45.9	58.7	66.5	79.7	101.4	124.0	137.4	157.1	179.9	181.2	191.3	15.3%
EBITDA ⁽³⁾	86.4	98.6	107.6	121.8	146.8	163.9	181.5	202.3	227.7	235.9	255.5	11.5%
EBITDA Margin ⁽⁴⁾	22.5%	23.4%	21.9%	22.3%	23.4%	23.1%	23.4%	24.1%	23.5%	21.9%	21.3%	
Net Income ⁽⁵⁾	54.1	45.4	48.2	55.8	79.2	90.4	128.0	110.7	122.8	114.4	123.0	8.1%
EPS (CLP)(6)	169.8	142.5	151.3	175.3	248.7	283.9	402.0	347.6	385.4	359.3	370.8	
RONA ⁽⁷⁾	9.3%	11.5%	12.2%	13.6%	14.8%	14.2%	15.6%	16.9%	17.6%	17.0%	13.3%	
Growth												
Net Sales	384.1	420.6	492	545.8	628.3	710.2	776.5	838.3	969.6	1,075.7	1,197.2	12.0%
Cons. Volume (millons of HL)	10.9	11.4	12.3	13.4	14.2	15.7	16.3	17.3	18.4	19.8	21.9	7.2%
Market Share in Chile ⁽⁸⁾	34.0%	33.7%	34.6%	35.1%	35.3%	35.8%	36.5%	36.5%	36.8%	38.5%	40.6%	
Market Share ⁽⁸⁾	27.6%	27.8%	27.7%	27.9%	27.9%	29.1%	30.3%	30.5%	30.7%	32.2%	33.9%	
Sustainability												
First Preference ⁽⁹⁾	29.8%	29.1%	31.1%	31.5%	29.1%	30.0%	30.7%	31.0%	31.6%	30.3%	28.5%	
Organizational environment ⁽¹⁰⁾	69%	72%	70%	72%	72%	73%	77%	77%	76%	74%	76%	

Source: CCU

Current Financial Liabilities)]

estimates on each year's market size. Excludes Uruguay. Paraguay and cider/wines in Argentina.

to ORBDA (Operating Result Before Depreciation & Amortization) used in the 20-F, figs. before EI (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, Paraguay and 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

⁽¹⁾ Unit Margin as Gross Margin / Consolidated Volume

⁽²⁾ After EI is 163.9, 192.8 and 188.3 for 2010, 2011 and 2013, respectively. EBIT is equivalent to (8) Weighted market share of all categories in which CCU participates based on most recent Operating Result used in the 20-F form, figures before Exceptional Item (EI)

⁽³⁾ After EI is 209.1, 240.6 and 252.5 for 2010, 2011 and 2013, respectively. EBITDA is equivalent In the case of Chile, excludes milk

⁽⁴⁾ EBITDA margin after EI is 24.9%, 24.8% and 21.1% for 2010, 2011 and 2013, respectively

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

⁽⁶⁾ Considers the period weighted average shares

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

Outstanding track record and proven financial strength...



Strong financial position (CLP million)

Assets	As of Dec 31th, 2013	As of Dec 31th, 2012
Cash and cash equivalents	408,853	102,337
Other current assets	409,644	393,551
Total current assets	818,497	495,888
Property, plant and equipment	680,994	612,329
Other non current assets	228,229	220,493
Total non current assets	909,223	832,822
Total assets	1,727,720	1,328,710

	As of Dec	As of Dec
Liabilities and Equity	31th, 2013	31th, 2012
Financial debt	263,251	263,997
Other liabilities	380,225	354,195
Total liabilities	643,476	618,191
Net equity (shareholders)	988,676	613,220
Minority interest	95,568	97,299
Total equity	1,084,244	710,518
Total liabilities and equity	1,727,720	1,328,710

Financial Ratios	As of Dec 31th, 2013	As of Dec 31th, 2012
Interest coverage (>3.0) ⁽¹⁾	10.48	13.83
Debt to equity ratio (<1.5) ⁽²⁾	0.59	0.87
Net financial debt / EBITDA ⁽³⁾	(0.58)	0.69
Financial debt / capitalization ⁽⁴⁾	0.20	0.27



Targeted sources of organic and inorganic growth

Organic growth

SLA

Business Model

CORPORATE DESIGN

MANAGEMENT PROCESSES

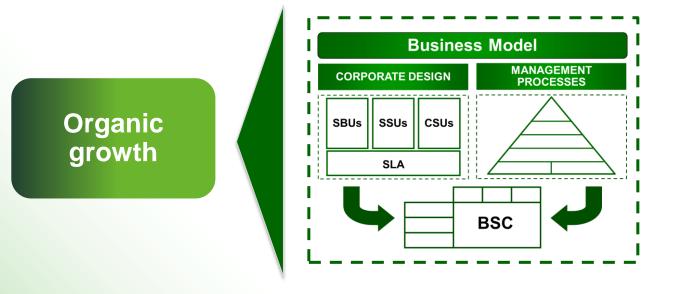
Inorganic growth

SLA

BSC



Targeted sources of organic and inorganic growth

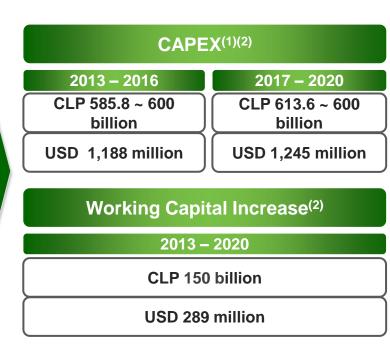




Organic growth opportunities driven by...

- 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



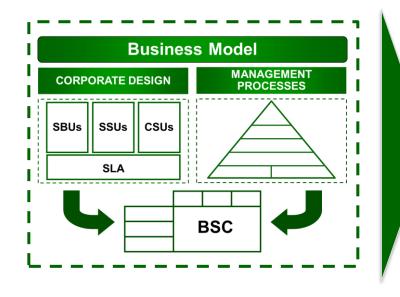


Organic growth Capex plan for 2013 to 2020





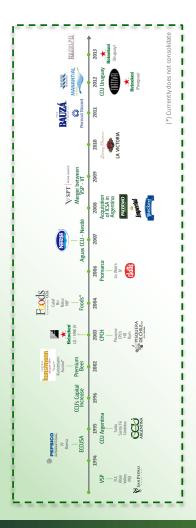
Targeted sources of organic and inorganic growth



Inorganic growth



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

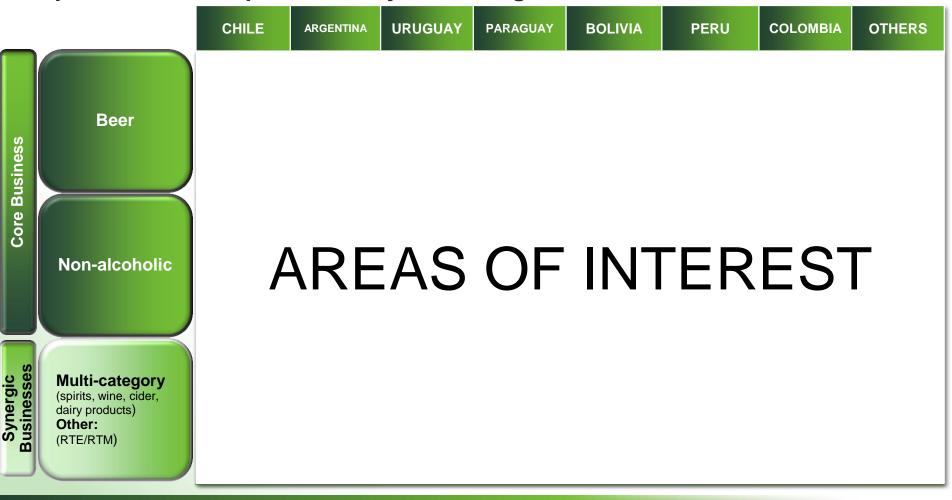


There are several opportunities for future inorganic growth

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

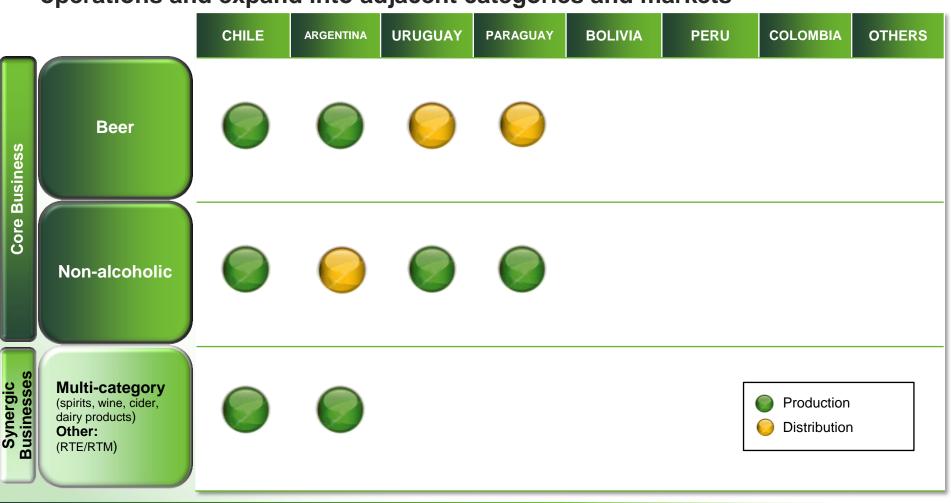


Opportunities for future inorganic growth to strengthen our current operations and expand into adjacent categories and markets





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



ARGENTINA

CHILE



OTHERS

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

URUGUAY



Other: (RTE/RTM) Five Investment Criteria for inorganic growth...

PARAGUAY

... projects with high potential profitability in the medium run, with a possible limited dilutive short term effect;

BOLIVIA

PERU

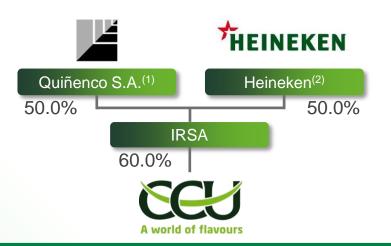
COLOMBIA

- ... projects that will enable us to buy or potentially build relevant and large scale operations;
- ... projects that will enable us to keep developing multi-3. category;
- ... projects with proprietary brands and/or long term license agreements with strategic partners;
- 5. ... projects that will provide us competitive balance.

...run by experienced controlling shareholders and management.



Two partners with complementary strengths & proven capabilities



▶ Quiñenco S.A.

- ✓ Local market knowledge
- ✓One of the largest conglomerates in Chile controlled by the Luksic 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(3)

- ▶ 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⁽⁴⁾

- ▶ 18 members integrate the Senior Management Team
- ▶ 47 years old average age and 13 years at the company

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3. Recent performance Volume growth trend



Volume growth(%) ⁽¹⁾	2009	2010	Q1'11	Q2'11	Q3'11	Q4'11	2011	Q1'12	Q2'12	Q3'12	Q4'12	2012		'13 Organic	Q2 Total	'13 Organic	Q3 Total	'13 Organic		'13 Organic	20 Total	13 Organic
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	6.5	6.5	1.9	1.9
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	18.9	13.2	19.8	11.8
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	-0.7	-0.7	3.6	3.6
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	13.7	10.3	12.4	7.8
CCU Argentina ⁽²⁾	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	-4.2	-4.2	-2.6	-2.6
Uruguay	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8.2	8.2	191.4	15.8
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	-2.9	-2.9	5.9	-1.8
Wines ⁽³⁾	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	-1.6	-1.6	-0.1	-0.1
TOTAL(4)	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	8.3	6.0	10.1	5.0



3. Recent performance CCU S.A. latest results



CLP Millons	YTD Dec'13	YTD Dec'12	Δ% Total	Δ% Organic	Q4'13	Q4'12	Δ% Total	Δ% Organic
Volumes (Th HL)	21,914	19,909	10.1%	5.0%	6,726	6,212	8.3%	6.0%
Net Sales	1,197,227	1,075,690	11.3%	9.9%	372,966	332,211	12.3%	11.7%
Gross Profit	660,530	582,603	13.4%	12.0%	215,191	189,886	13.3%	12.6%
Gross margin (%)	55.2%	54.2%			57.7%	57.2%		
Normalized EBIT ⁽¹⁾	191,255	181,188	5.6%	5.2%	76,710	69,885	9.8%	9.4%
Normalized EBIT ⁽¹⁾ margin (%)	16.0%	16.8%			20.6%	21.0%		
Normalized Net Income	125,350	114,433	9.5%	8.7%	48,606	45,509	6.8%	6.4%
Normalized EBITDA ⁽²⁾	255,502	235,948	8.3%	7.5%	93,559	84,464	10.8%	10.2%
Normalized EBITDA ⁽²⁾ margin (%)	21.3%	21.9%			25.1%	25.4%		

Agenda

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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...

6 1
A world of flavours

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

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

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

