



Investor Presentation

Fiscal Year 2023

As of February 8, 2023



Forward Looking Information

This presentation includes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. The Company cautions readers that any statements contained herein regarding financial condition, results of operation, and future business plans, operations, opportunities, and prospects for its performance are forward-looking statements based upon management's current knowledge and assumptions about future events, and involve risks and uncertainties that could cause actual results, performance, or achievements to be materially different from any anticipated results, prospects, performance, or achievements expressed or implied by such forward-looking statements. Such risks and uncertainties include, but are not limited to, impacts of the COVID-19 pandemic and new subvariants; success in pursuing strategic investments or acquisitions and integration of new businesses and the impact of these new businesses on future results; product purchased not meeting quality and quantity requirements; reliance on a few large customers; its ability to maintain effective information technology systems and safeguard confidential information; anticipated levels of demand for and supply of its products and services; costs incurred in providing these products and services including increased transportation costs and delays attributed to global supply chain challenges; timing of shipments to customers; higher inflation rates; changes in market structure; government regulation and other stakeholder expectations; economic and political conditions in the countries in which we and our customers operate, including the ongoing impacts from the conflict in Ukraine; product taxation; industry consolidation and evolution; changes in exchange rates and interest rates; impacts of regulation and litigation on its customers; industry-specific risks related to its plant-based ingredient businesses; exposure to certain regulatory and financial risks related to climate change; changes in estimates and assumptions underlying its critical accounting policies; the promulgation and adoption of new accounting standards, new government regulations and interpretation of existing standards and regulations; and general economic, political, market, and weather conditions. Actual results, therefore, could vary from those expected. A further list and description of these risks, uncertainties, and other factors can be found in the Company's Annual Report on Form 10-K for the fiscal year ended March 31, 2022, and in other documents the Company files with the Securities and Exchange Commission. This information should be read in conjunction with the Annual Report on Form 10-K for the year ended March 31, 2022 and the Form 10-Q for the most recently ended fiscal quarter. The Company cautions investors not to place undue reliance on any forward-looking statements as these statements speak only as of the date when made, and it undertakes no obligation to update any forward-looking statements made.

Web Disclosure

Universal Corporation's website, www.universalcorp.com, is the primary source of publicly disclosed news about Universal Corporation and its operating companies. Those wishing to stay on top of company news can sign up for email alerts by going to Investor Relations in the website's Investor section.



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Investment Highlights



Universal Corporation At-A-Glance

Agri-Products Supplier	Leading Global Leaf Tobacco Supplier
Founded	1918
Annual Revenue*	\$2.1 B
Market Cap**	\$1.3 B
Dividend yield**	5.98%
Dividend track record	Over 50 years of consecutive annual common stock dividend increases
Countries	>30

* As of 3/31/2022

** As of 12/31/2022



Why Universal

The leading
global
leaf tobacco
supplier

Experienced
management
team
with proven track
record

Long history of
returning value to
shareholders
through
dividends and
share
repurchases

Full service leaf
tobacco provider
with long
standing supplier
and customer
relationships

Defensible leaf
tobacco market
position given
strong barriers
to entry

Building out a
plant-based
ingredients
platform with
recent acquisitions



Focus on Creating Shareholder Value

A decorative banner at the top of the slide features a collage of various fresh vegetables, including carrots, leafy greens, bell peppers, and tomatoes, arranged in a geometric pattern.

Capital Allocation Strategy

The Company's capital allocation strategy focuses on four strategic items listed below in order of priority:

- 1 Strengthening and investing for growth in our leaf tobacco business;
 - 2 Increasing our strong dividend;
 - 3 Exploring growth opportunities in our plant-based ingredients platform that utilize our assets and capabilities; and
 - 4 Returning excess capital through share repurchases
- We review our capital allocation on an annual basis

A decorative banner at the top of the slide features a collage of agricultural images. On the left, there are carrots and green leafy vegetables. On the right, there are various fruits including yellow and red bell peppers, and red tomatoes. A small section of a blue sky with green trees is also visible. The banner is divided into several triangular sections by white lines.

Strengthening and Investing for Growth in our Leaf Tobacco Business

We see opportunities in our leaf tobacco business to:

- Increase the services we provide our customers;
- Provide further supply chain efficiencies; and
- Expand our market share



Increasing our Strong Dividend

- After we announced a 36% increase in our annual dividend in May 2018, we have continued to increase our dividend annually to reach the current annualized dividend of \$3.16
- We are proud of our more than 50-year history of dividend increases, and we intend to continue that tradition
- We are focused on sustainable shareholder value



Exploring Growth Opportunities in Plant-Based Ingredients Businesses that Utilize our Assets and Capabilities

- We look for opportunities outside of our leaf tobacco business that position us for long-term success
- We remain committed to maintaining our investment-grade credit rating
- We announced the completion of our first such acquisition, FruitSmart, Inc., in early January 2020
- We expanded our plant-based ingredients platform in October 2020 with the completion of our acquisition of Silva International, Inc. ("Silva")
- On October 4, 2021, we announced the closing of our purchase of Shank's Extracts, LLC ("Shank's"), a privately-held, specialty ingredient, flavoring, and food company with bottling and packaging capabilities

A decorative banner at the top of the slide features a collage of various vegetables. On the left, there are carrots and green leafy vegetables. On the right, there are bell peppers, tomatoes, and other produce. The banner is divided into several triangular sections by white lines.

Returning Excess Capital Through Share Repurchases

- When there are no other investment alternatives to create shareholder value, we will return excess funds to shareholders



Creating Shareholder Value

Sustainable dividend payout

Demonstrated ability to
generate free cash flow

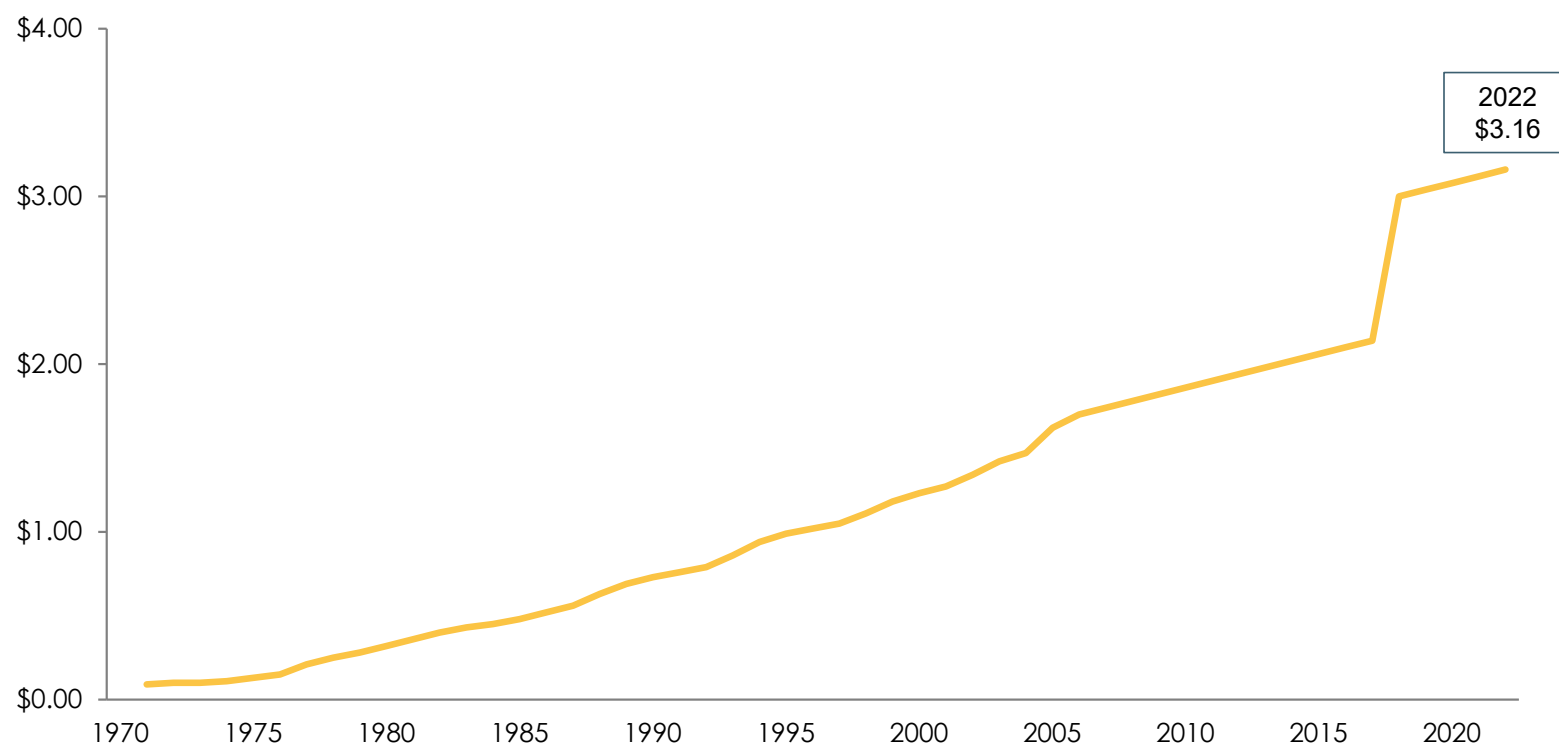
Low capital investment
required to maintain
leaf tobacco business

Healthy balance sheet
allowing for flexibility

Continued commitment to
over 50-year tradition of
increasing dividends paid

Dividend History

Over 50 consecutive years of increase in common stock dividend



Business Opportunities and Trends



Continue to increase market share in our tobacco operations



Continue to assess opportunities for supply chain efficiencies and restructurings that help reduce costs



Expand services provided to our tobacco customers



Continue to be part of the supply chain for next generation tobacco products



Continue growth in our plant-based ingredients platform



Sustainability

Sustainability at Universal



Sustainability at Universal

- Our commitment to sustainability encompasses a wide array of programs and initiatives
- We have committed to annual sustainability reporting
- Our Nominating and Corporate Governance Committee oversees our Environment, Social and Governance programs
- Sustainability effort with respect to our facilities and with our supply chain focus on agricultural labor practices and environmental impacts
- Universal Corporation has been recognized as a 2021 Supplier Engagement Leader by CDP, a non-profit charity that runs a global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts
 - The top 8% of assessed companies were selected as 2021 Supplier Engagement Leaders
- Recently completed submission to CDP on climate change, forestry, and water risk
- Engaged third parties to aid in analyzing and communicating our climate change policy, developing our low carbon transition plan, and to provide independent verification of our results



To read the full Universal Corporation Sustainability Report for Fiscal Year 2022, please click link below:

<http://www.universalcorp.com/Resources/Practices/2022%20Universal%20Sustainability%20Report.pdf>

Agricultural Labor Practices¹

Universal Commits to:

- No child labor on contracted farms by Calendar Year (CY) 2025
- Access to personal protective equipment (PPE) for farmers and farm workers on contracted farms where we supply crop inputs by CY 2022
- Minimum wage paid to farm workers on contracted farms by CY 2022
- Appropriate farm worker accommodations on contracted farms by CY 2022, where applicable



Source tobacco through
~185,000
direct contracted growers



~2,500
Agronomists and leaf technicians
who work directly with growers

~1,986,000

Farm Visits and Contacts by Field
Technicians



¹ Per the Fiscal Year 2022 Sustainability Report

Environmental Impacts¹

Universal Commits to:

- Reduce absolute Scope 1 and 2 Greenhouse Gases (GHG) emissions 30% by CY 2030 from a 2020 base year and Scope 3 GHG emissions from purchased goods and services 30% within the same timeframe
- Collect 5 Million Liters of Rainwater annually for operational use by CY 2025
- Compost or recycle 75% of waste annually by CY 2025



RAINWATER
COLLECTED

4.9
MILLION LITERS

PERCENT
COMPOSTED

44%

PERCENT
RECYCLED

22%

SCOPE 1 EMISSIONS

~102,000
TONS OF CO₂e

SCOPE 2 EMISSIONS

~50,000
TONS OF CO₂e



~10,275,000
Trees planted during CY22

~19,000

Improved Flue-Cured Curing Barns
Around the World



¹ Per the Fiscal Year 2022 Sustainability Report

Benefits of a Supply Chain Focused on Sustainability



FOR FARMERS

- Shared best practices to help improve yields and value and promote fair labor practices
- Focused and proactive support from leaf technicians
- Access to global marketplace



FOR CUSTOMERS

- Responsibly sourced products that suit each customer's requirements
- Greater transparency on compliance with good agricultural and labor practices
- A more responsive tobacco supply chain



FOR UNIVERSAL

- Broad customer support
- Focus on efficiency and diversity in the supply footprint
- Development of mutually beneficial relationships with farmers and supply chain stakeholders



Financial Overview



Nine-Month Results for FY2023

Highlights

- Improved results driven by strong tobacco shipments in the nine months and quarter ended December 31, 2022, compared to the same periods in fiscal year 2022
- Tobacco shipments are generally moving smoothly; we are not seeing the logistical constraints that we saw in the prior fiscal year
- Tobacco Operations segment results improved primarily due to large shipments from Brazil of both carryover and current crop tobacco, as well as, earlier shipment timing in Africa, in the nine months ended December 31, 2022, compared to the nine months ended December 31, 2021
- Our Ingredients Operations segment also continued to positively contribute to and diversify our results in the nine months ended December 31, 2022
- Increased costs, particularly SG&A expenses, including costs related to the expansion of sales and product development resources and deferred compensation costs from acquisitions, reduced our results for our Ingredients Operations segment in the nine months ended December 31, 2022
- Revenues increased by \$419.2 million, or 29%, in the nine months ended December 31, 2022
- Successfully refinanced and expanded our bank credit facility in the quarter ended December 31, 2022, positioning us to meet our future financial needs
- Reduced our outstanding borrowings considerably in the three months ended December 31, 2022, as we moved beyond our peak working capital requirements for fiscal year 2023

¹ Non-GAAP measure. Please see Appendix

² Attributable to Universal Corporation. Universal holds less than 100% financial interest in certain consolidated subsidiaries, and a portion of net income is attributable to the non-controlling interests in those subsidiaries



Summary Financials

In millions	Nine Months Ended December 31,	
	2022	2021
Revenues	\$1,876	\$1,457
EBITDA¹	\$172	\$147
Operating income	\$129	\$103
Adjusted operating income¹	\$129	\$117
Segment operating income	\$129	\$116
Net income²	\$70	\$61
Adjusted net income¹	\$70	\$69

The header features a collage of various vegetables including carrots, leafy greens, bell peppers, tomatoes, and tobacco leaves, arranged in a geometric pattern around the title.

Fiscal Year Outlook (as reported February 8, 2023)

- There continues to be significant demand for leaf tobacco with all types of leaf tobacco currently in an undersupply position
 - Short burley tobacco crops in Africa, largely due to weather conditions, have contributed to the lower leaf tobacco supply
 - As of December 31, 2022, our uncommitted inventory levels stood at less than 7% of our tobacco inventory, an exceptionally low level
 - Although it is still early, we are forecasting larger crops in several key tobacco origins in fiscal year 2024
- We recently have been experiencing some softening of demand for some of our ingredients products which we believe is temporary and largely due to customers adjusting their inventory levels
 - Some of our ingredients customers have been carrying higher inventory levels because of supply chain uncertainties
- We remain excited about the long-term outlook for our ingredients businesses and continue to make significant capital investments to enhance and increase the capabilities of our plant-based ingredients platform
 - We are ahead of achieving some of the earlier identified operational synergies across the platform and making considerable progress on our vision for the segment
 - As announced on February 1, 2023, we have appointed a new director with extensive experience in the ingredients and value-added supplier space to our corporate Board of Directors to assist us as we continue to promote and expand this business

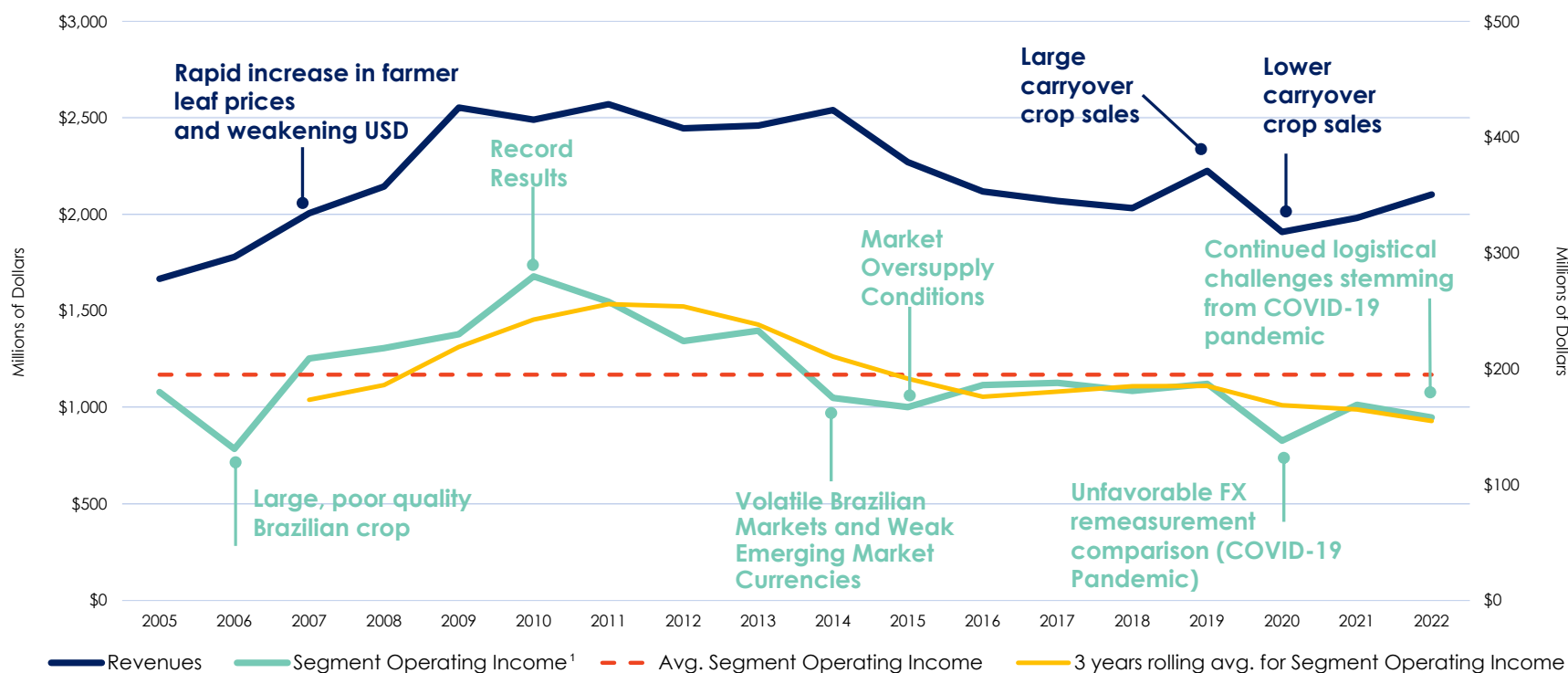
The header features a white background with two large, stylized triangular shapes on either side. The left triangle contains images of orange carrots and green leafy vegetables. The right triangle contains images of red and yellow bell peppers, red tomatoes, and a close-up of brown, textured food items. The title 'COVID-19 Pandemic Impact' is centered in a teal, sans-serif font.

COVID-19 Pandemic Impact

- Continue to closely monitor developments
- Have taken and continue to take steps to mitigate potential risks and impacts
- Assess and regularly update protocols, policies, and practices
- Have not experienced a material impact on our supply chain
- Monitoring some logistical constraints around worldwide vessel and container availability and increased costs stemming from the ongoing COVID-19 pandemic

Segment Revenues and Operating Income

(By Fiscal Year)



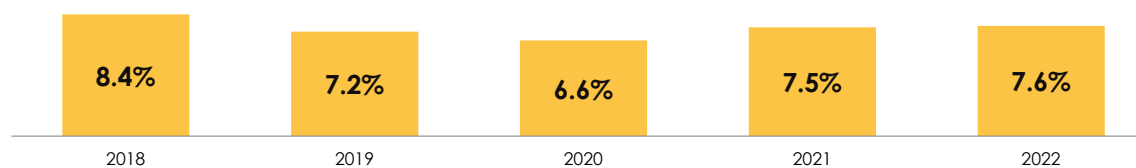
¹ Segment operating income includes equity in pretax earnings of unconsolidated affiliates and excludes restructuring and impairment charges and certain non-operating items as presented in our audited financial statements. Total segment operating income is a non-GAAP measure. See Appendix.

Financial Results

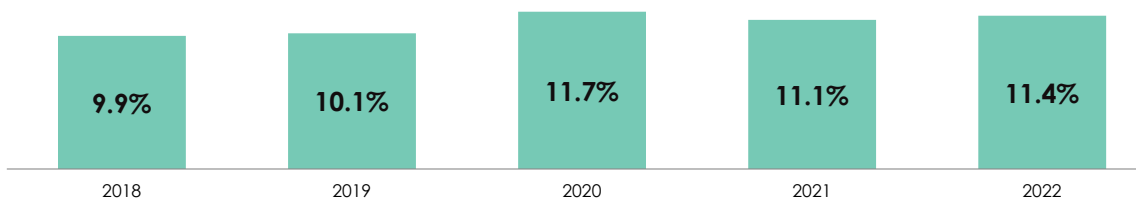
(By Fiscal Year)

In millions	FY 2018 ¹	FY 2019 ¹	FY 2020 ¹	FY 2021 ¹	FY 2022 ¹
Revenues	\$2,034	\$2,227	\$1,910	\$1,983	\$2,104
EBITDA ²	\$215	\$204	\$169	\$195	\$219
Operating income	\$171	\$161	\$126	\$148	\$160
Net income ³	\$106	\$104	\$72	\$87	\$87

Operating Margin



SG&A as a % of Sales



¹ Results include the net effect of unusual items. See Appendix for details.

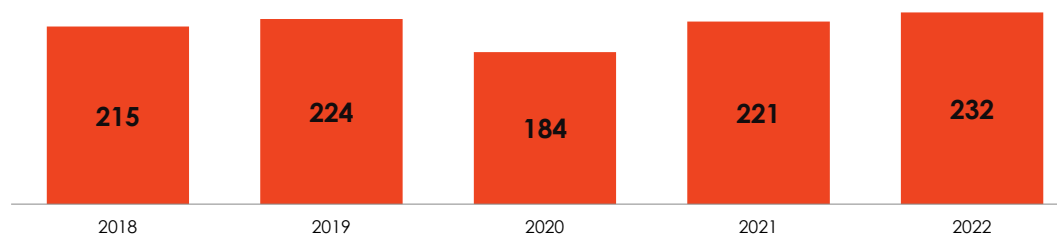
² Non-GAAP measure. Please see Appendix

³ Attributable to Universal Corporation. Universal holds less than 100% financial interest in certain consolidated subsidiaries, and a portion of net income is attributable to the non-controlling interests in those subsidiaries.

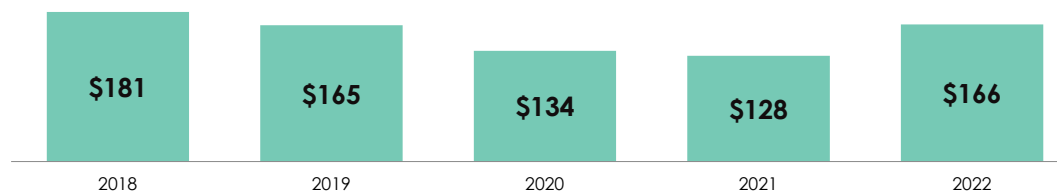
Financial Results (continued)

(By Fiscal Year)

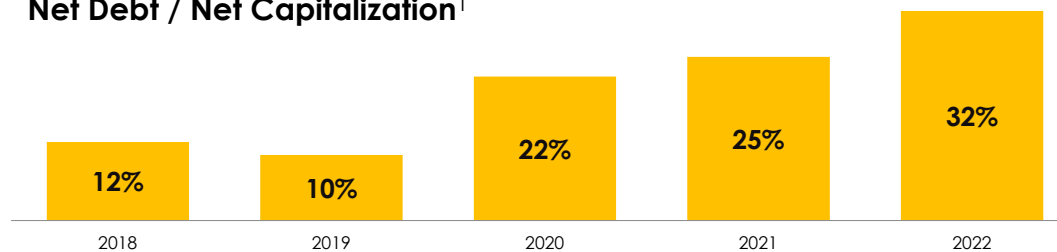
Adjusted EBITDA¹



Free Cash Flow¹



Net Debt / Net Capitalization¹

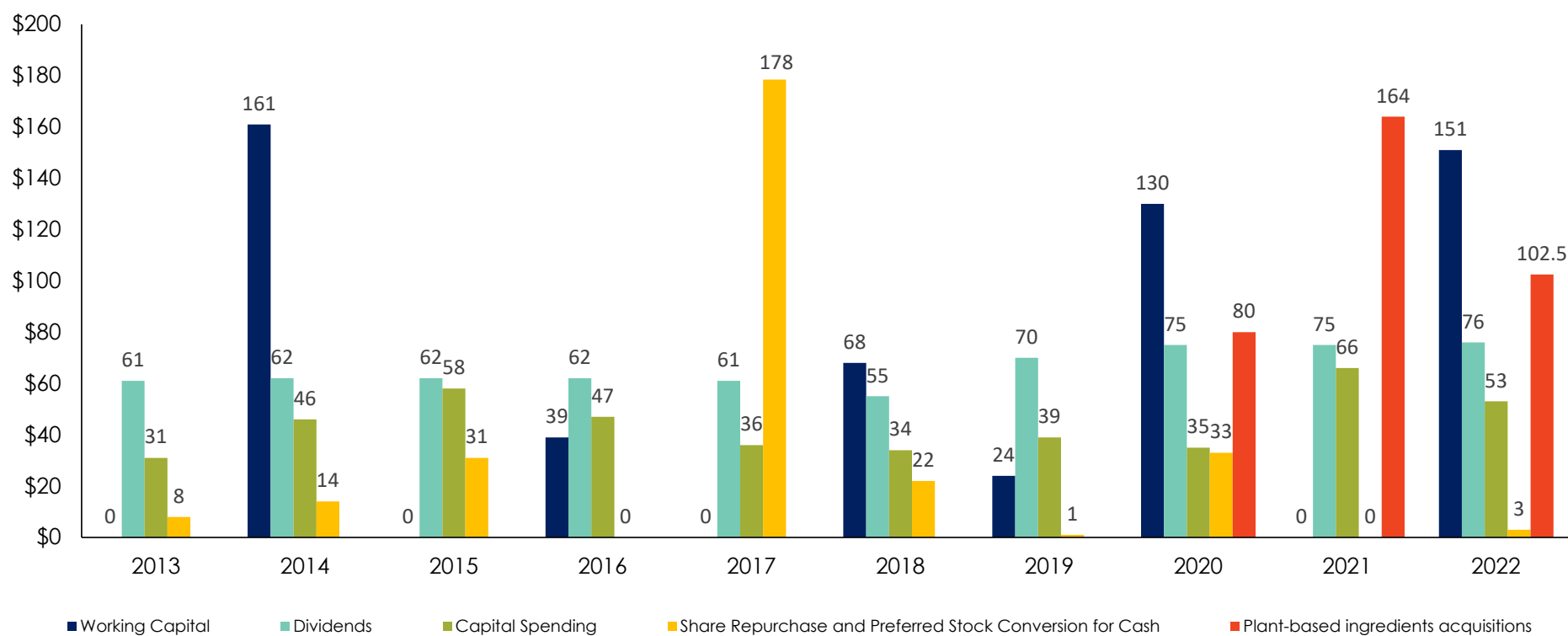


¹ Non-GAAP measure. Please see Appendix. Free cash flow defined as EBITDA –Capex

² Plant-based ingredients acquisitions

Universal's Uses of Cash

(In Millions)



The header features a white background with two large, stylized 'X' shapes. The left 'X' is composed of images of carrots and green leafy vegetables. The right 'X' is composed of images of various vegetables including bell peppers, tomatoes, and leafy greens, as well as a small image of a tree.

Working Capital

Universal's working capital resource requirements are predominately short-term in nature

Most working capital needs are for tobacco crop purchases

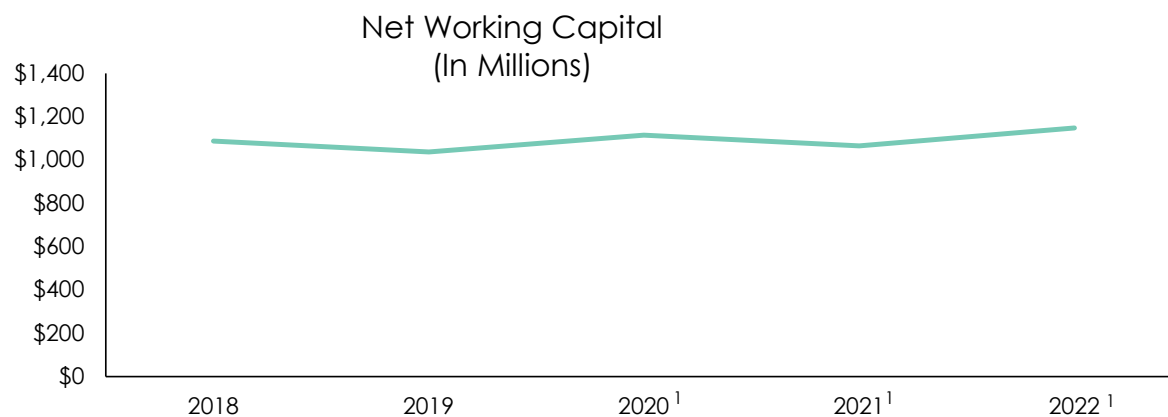
Working capital needs for tobacco crops are seasonal within each geographic region - peak working capital requirements are generally reached during the first and second fiscal quarters

Seasonal borrowing requirements largely relate to purchasing tobacco crops in South America and Africa

Available capital resources include cash balances, a committed revolving credit facility, uncommitted lines of credit and long-term debt

Working Capital

- An important part of our role is to provide working capital to fund seasonal tobacco crop purchases
- We utilize over \$1 Billion of Net Working Capital each tobacco crop year



We consider net working capital to exclude cash and accounts receivable

¹ Plant-based ingredients acquisitions



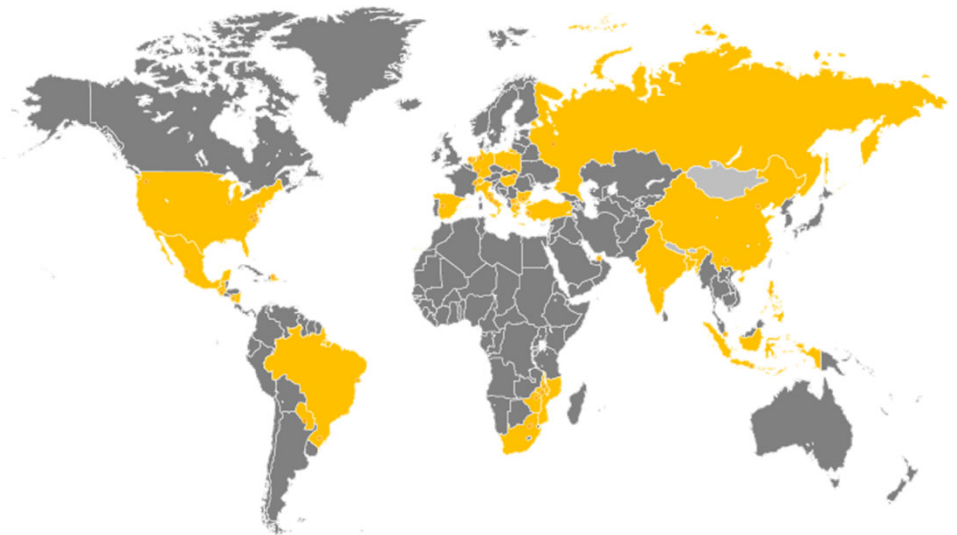
Tobacco Operations

Tobacco Operations

- Universal buys, sells, and processes flue-cured, burley, and other leaf tobaccos from around the globe for manufacturers of consumer tobacco products
- Universal is the leading global supplier of leaf tobacco and promotes a sustainable farmer base and Good Agricultural Practices (GAP)
- Universal does not manufacture consumer tobacco products

Universal's global operations footprint

- Africa, Brazil, and the United States produce approximately two-thirds of the flue-cured and burley tobacco grown outside China
- Annual production of such tobaccos handled on average by Universal: Africa 25-35%, Brazil 15-25%, United States 35-45%
- Universal conducts its business in more than 30 countries on five continents and employs over 20,000 permanent and seasonal workers



Diverse Tobacco Product Portfolio



Flue-cured

- Cured leaves have a yellow to orange color and grow well in subtropical regions with light rainfall
- Matures from the bottom leaves up and are harvested at different times as they mature, after which they are cured using heat
- Used in American and English blend cigarettes



Burley

- Cured leaves are brown in color and are typically grown in heavier soils than flue-cured
- Leaves are graded by their position on the stalk and are air-cured in barns
- Used in American blend cigarettes



Oriental

- Small, aromatic leaf grown in Turkey, Macedonia, Bulgaria and Greece
- Sun-cured
- Used in American blend cigarettes

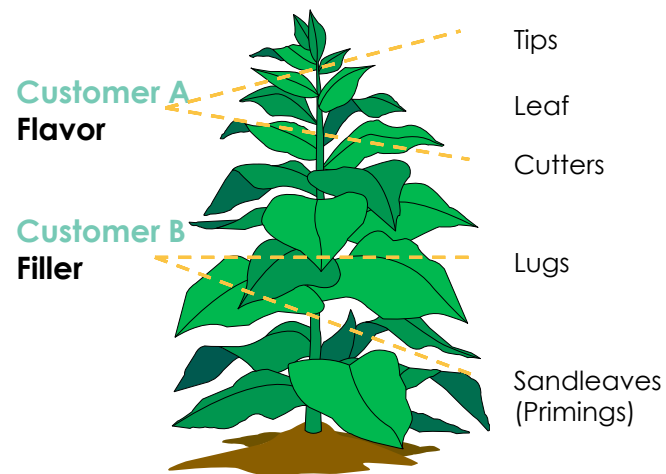


Dark

- Used in cigars, pipe tobacco and smokeless products
- Air or fire cured

The Tobacco Plant

Style and quality variation, regional variation
Not a commodity product
Leaves harvested at different times



The header features a horizontal band with a white background. On the left, a triangular collage shows carrots and green leafy vegetables. On the right, a triangular collage shows a variety of colorful bell peppers, tomatoes, and a close-up of tobacco leaves. The title 'Role of the Tobacco Leaf Supplier' is centered in a teal, sans-serif font.

Role of the Tobacco Leaf Supplier

- Intermediary between farmers and manufacturers of tobacco products
- Sources leaf tobacco for customers
- Processes tobacco to customer specifications
- Does not manufacture cigarettes or other consumer tobacco products

Role of the Tobacco Leaf Supplier

With Tobacco Farmers

Contracts with farmers for crops

Manages large number of farmer relationships

Provides seed and fertilizer in most cases

Offers agronomy support

Promotes sustainable farmer base and Good Agricultural Practices (GAP)

Responsibly sourced leaf - grown under GAP supporting an approach to farming focused on sustainability, sound field production, labor management practices, farmer profitability and environmental sensitivity



With Tobacco Manufacturers

Works with customers before the tobacco is grown to understand needs

Finds buyers for the different grades and styles of tobacco produced in each crop

Processes tobacco by separating lamina from stem, removing non-tobacco materials and drying to precise moisture targets for long-term storage

Delivers a compliant, traceable product that meets customer specifications

Supports sustainable tobacco production

Operates as a business-to-business supplier



Why Universal is the Leading Global Leaf Tobacco Supplier

Strategic
Market
Position

Strong
Local
Management

Responsibly
Sourced
Products

Diversified
Sources

Financial
Strength

Universal's Strengths as a Leaf Tobacco Supplier



Sourcing

- Global reach
- Strong local management teams
- Capability to market all of the different grades and styles produced in a single crop



Agronomy

- Continuous and substantial investment in grower base
- Strong commitment to delivering a quality, compliant product
 - Product traceability
 - Good agricultural practices which encompass crop quality, environmental stewardship and agricultural labor practices
 - Agronomists working with individual farmers
 - Managing future production to meet customer regulatory requirements
- Seed research and development facilities



Processing

- State of the art processing facilities
 - Facilities in the major tobacco producing areas
 - Efficient operations



Logistics

- Proven ability in managing a robust end-to-end tobacco supply chain connecting hundreds of thousands of small-scale farmers with the end-market
- Operational efficiency in areas with limited infrastructure and political challenges

The header features a white background with two large, stylized 'X' shapes. The left 'X' is composed of images of fresh vegetables: carrots, green leafy herbs, and yellow bell peppers. The right 'X' is composed of images of tobacco: a pile of yellow tobacco leaves, a cluster of red and yellow tomatoes, a close-up of brown tobacco leaves, and a small section of a blue sky with green trees.

High Quality Customer Base

- Over two-thirds of our tobacco sales are to customers with major positions in their respective markets and with whom we have long-standing relationships
- Our largest customers include Altria Group Inc., British American Tobacco plc, China Tobacco International, Inc., Imperial Brands plc, Japan Tobacco, Inc., Philip Morris International, Inc., and Swedish Match AB
- In total, these customers accounted for more than 60% of Universal's consolidated revenues for the past three years



Drivers of Customer Leaf Tobacco Purchases

Price / value of the product

Responsibly sourced products

Supply / demand balance

Consistent supply
to protect continuity
of customer blends

Global unsold stocks

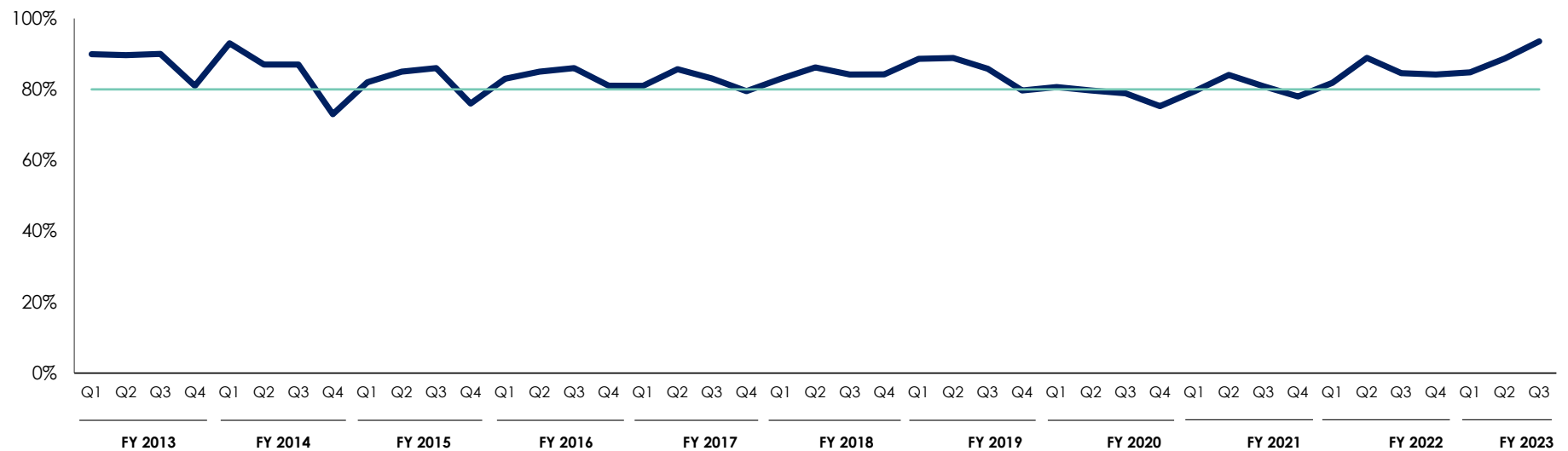
Inventory durations
held by customers

Committed Inventory

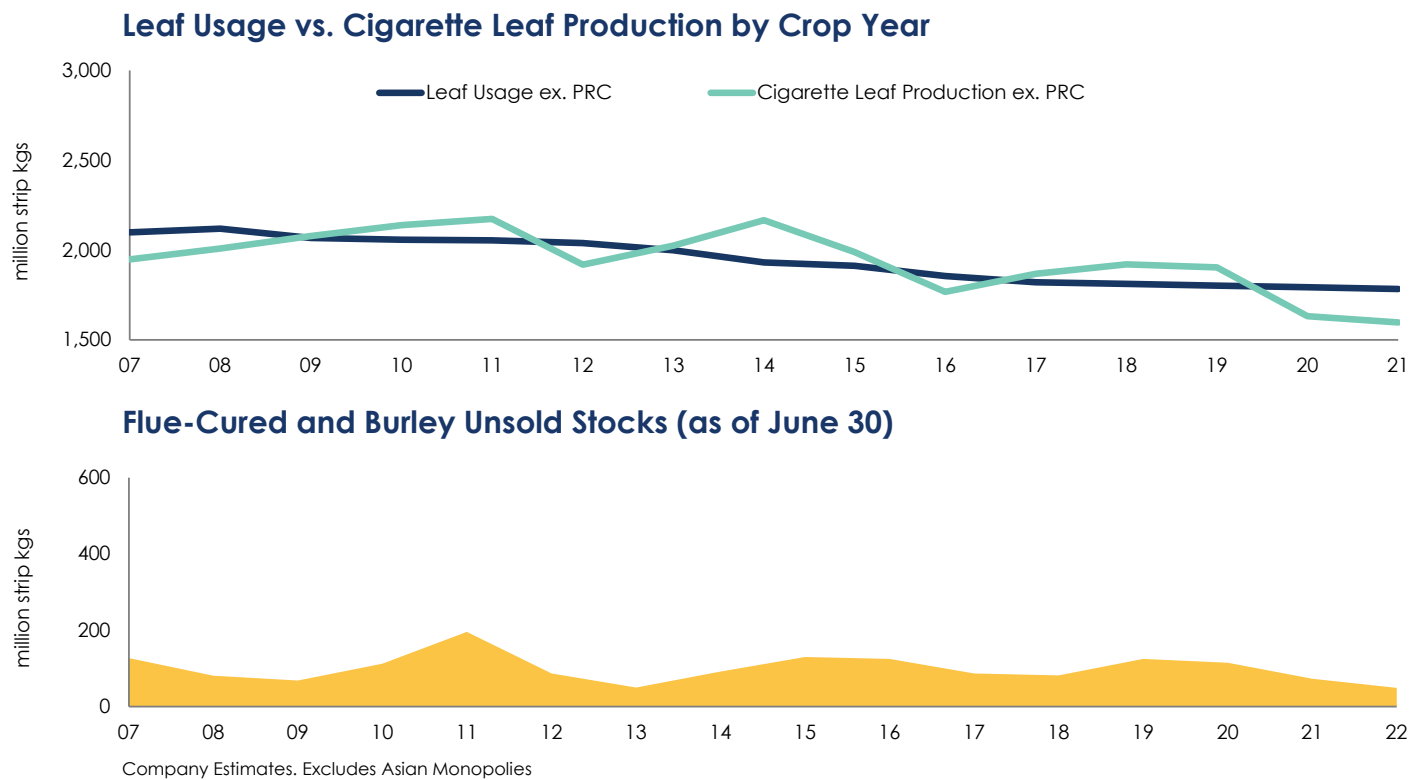
We target at least 80% of our tobacco inventory to be committed for sale to customers

We source tobacco to meet anticipated demand

Percent of Committed Tobacco Inventory



Tobacco Industry Supply and Demand



Leaf Tobacco Competitive Environment

Barriers to Entry

Worldwide network

Capital investment

Long-term relationship business

Mature industry

Industry Structure



Global



Global

Others

Local / Regional



Global Cigarette Market

The global tobacco industry produces about 5.3 trillion cigarettes a year

Less than 5% of cigarettes manufactured worldwide are consumed in the United States

Universal believes that growth in world consumption of cigarettes peaked several years ago and is declining. As a result, Universal expects that near term global demand for leaf tobacco will continue to slowly decline in line with declining cigarette consumption

A decorative banner at the top of the slide features a collage of images: carrots and green leaves on the left, and a variety of colorful vegetables (peppers, tomatoes, and leafy greens) on the right, separated by a white diagonal line.

Next Generation Tobacco Products Continuing to be Developed

Current Status

- All of the major tobacco product manufacturers are developing next generation products
- There are many types of next generation products
- Next generation products use less leaf tobacco in a strict 1-1 comparison with a combustible cigarette

Still Unclear or Developing

- Consumer consumption habits and patterns
- Production regulation in various countries
- Effect on demand for leaf tobacco

Universal continues to be part of the Supply Chain for Next Generation Tobacco Products

The header features a collage of various vegetables including carrots, bell peppers, and tomatoes, arranged in a geometric pattern that frames the title.

Other Tobacco Businesses

Sheet Tobacco (Deli-HTL and DHT GmbH & Co.)

- Sheet tobacco is a malleable sheet formed from a pulp of stems and other tobacco remnants
- Produces wrapper and binder sheet for all types of cigars, as well as cigar and cigarette filler sheets

Global Laboratory Services, Inc.

- Physical and chemical testing, as well as E-Liquid and vapor testing
- Pesticide and other Crop Protection Agents (CPA) testing
- Has capabilities for testing non-tobacco products
- Moisture and chemical check samples
- Research and Development

AmeriNic

- U.S. based producer of high quality liquid nicotine for next generation tobacco products

ULT Agronomic Center

- Seed variety research & development
- Production techniques
- Grower sustainability studies
- Integrated Pest Management (IPM)
- Evaluation of new agrochemical products



Ingredients Operations



Tobacco Operations and Ingredients Operations

Shared Core Competencies

Universal's Core Competencies

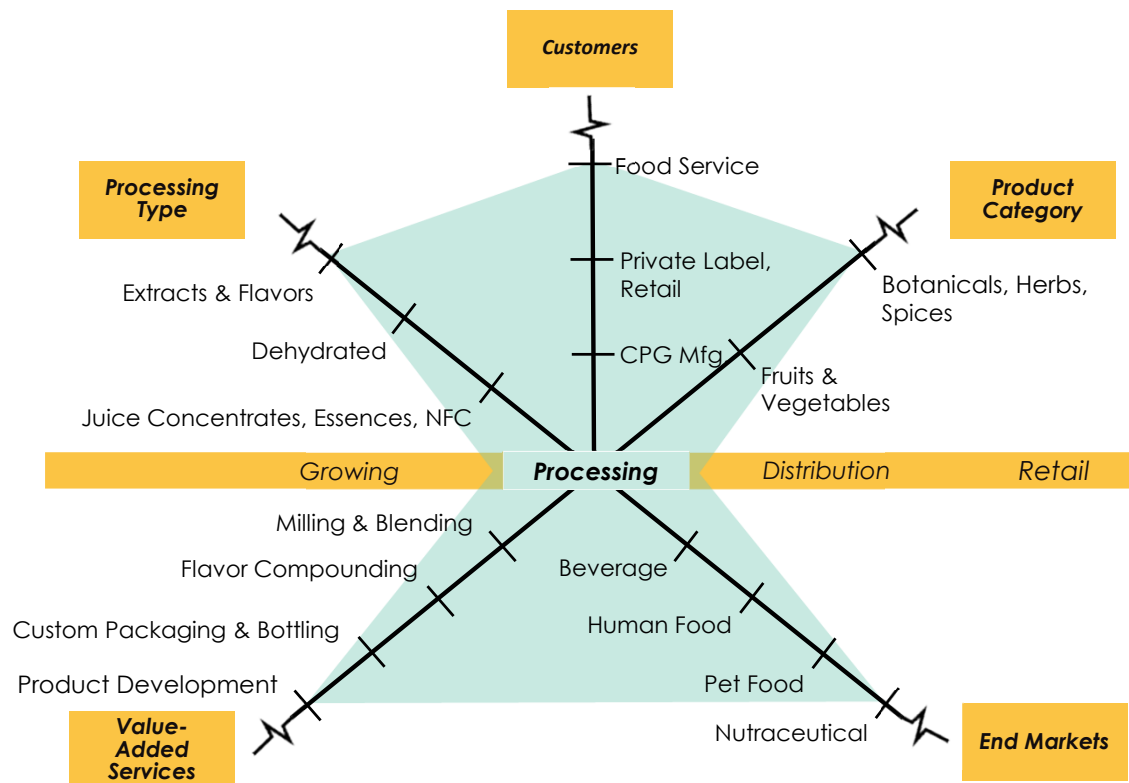
Diversified,
Global
Procurement
Strategy

Strong Local
Management

Supplying
High-Quality
Products to
Major Market
Customers

Value-Added
Processing

Universal's Plant-Based Ingredients Platform



The header features a collage of fresh produce. On the left, there are images of orange carrots and green leafy vegetables. On the right, there are images of red and yellow bell peppers, red tomatoes, and a close-up of brown, textured ingredients like mushrooms or seaweed. The title 'Ingredients Operations' is centered in a teal color.

Ingredients Operations

FruitSmart, Inc.

- We completed our acquisition of FruitSmart in early January 2020. FruitSmart is a specialty fruit and vegetable ingredient processor, serving global markets
- Founded in 1982, FruitSmart supplies a broad set of juices, concentrates, pomaces, purees, fibers, seed and seed powders, and other value-added products to food, beverage, and flavor companies throughout the United States and internationally through value-added processing of various fruit and vegetable products
- FruitSmart processes apples, grapes, blueberries, raspberries, cherries, blackberries, pears, cranberries and strawberries as well as other fruits and vegetables
- FruitSmart is headquartered in the Yakima Valley of the state of Washington, where it has approximately 200 employees and two manufacturing facilities
- FruitSmart is well-positioned to capitalize on recent shifts in market dynamics and consumer behavior including a secular shift towards health and wellness
 - Demand for clean-label ingredients
 - Rise of fruit as a natural label sweetener alternative to processed sugar
 - Growing consumer interest in better-for-you premium ingredients
- FruitSmart primarily sources and supplies within the continental United States



Ingredients Operations

(continued)

Silva International

- We completed our acquisition of Silva, a natural, specialty dehydrated vegetable, fruit and herb processing company, on October 1, 2020
- Founded in 1979, Silva procures hundreds of types of dehydrated vegetables, fruits and herbs from over 20 countries around the world
- In addition to sourcing, Silva specializes in processing natural raw materials into custom designed dehydrated vegetable- and fruit-based ingredients for a variety of end products
- Headquartered in Momence, Illinois, Silva employs over 200 people and has a 380,000 square foot manufacturing facility
- Silva has established a reputation as the 'go-to' provider for 'clean', natural, specialty dehydrated vegetable- and fruit-based ingredients
 - Longstanding relationships with farmers and suppliers around the world
 - Strong quality control procedures, ensuring consistent, high quality supply
 - Recently expanded and enhanced its manufacturing facility, therefore is well positioned to take advantage of increasing demand for natural and clean-label products across the end markets it serves, including within the attractive and growing savory and pet food end markets
- Silva has also demonstrated consistent, long-term revenue growth and has strong customer diversity



Ingredients Operations

(continued)

Shank's Extracts, LLC

- We completed our acquisition of Shank's on October 4, 2021. Shank's is a specialty ingredient, flavoring and food company with bottling and packaging capabilities
- Shank's has established a strong presence within the flavoring, extracts and bottling marketplace, with significant vanilla expertise
- In addition to pure vanilla botanical extract products, Shank's offers a robust portfolio of over 2,400 other extracts, distillates, natural flavors and colors for industrial and private label customers worldwide
- Headquartered in Lancaster, Pennsylvania, Shank's employs more than 200 people and has a 191,000 square foot manufacturing campus
- Shank's has been providing high-quality products and services for more than 120 years, earning a reputation for consistency, traceability and dependability
- The Shank's acquisition expands our plant-based ingredients platform, adding to our product offerings and growing the value-added services available to our customers by adding flavors, custom packaging and bottling, and product development capabilities



Plant-Based Ingredients Market Segments

Ingredient Types

- Fruit
- Vegetable
- Spices

Product Types

- Concentrates
- Not-from-Concentrate Juices (NFC)
- Pastes & Purees
- Pieces
- Powders
- Flavorings & extracts

Applications

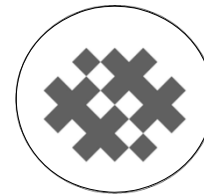
- Beverages
- Confectionary
- Bakery
- Soups & Sauces
- Dairy
- Ready-to-Eat (RTE)



Plant-Based Ingredient Market

Competitive Landscape

- Highly fragmented
- Essential to food value chain
- Multiple strategies for growth
- R&D as differentiator with continued brand proliferation



Globally, 73% of market is spread across companies with less than 3% share



In U.S. there are over 30K total food processing facilities owned by 26K companies



Fruit & vegetable are ~10% of total U.S. food processing, implying thousands of facilities and competitors



Growth is driven by a combination of new product development, expanding capabilities, geographic expansion and M&A

Sources: USDA Economic Research Service, using data from U.S. Census Bureau, 2016 Annual Survey of Manufacturers and County Business Patterns



Appendix

Appendix

EBITDA

We consider operating income plus equity in pretax earnings of unconsolidated affiliates before interest expense, amortization, depreciation and taxes to be our EBITDA

In millions	Fiscal Year Ended					Nine Months Ended December 31,	
	2018	2019	2020	2021	2022	2021	2022
Net income(loss)¹	\$106	\$104	\$72	\$87	\$87	\$61	\$70
Subtract: (Net income) loss attributable to noncontrolling interests in subsidiaries	(11)	(6)	(6)	(9)	(17)	(9)	(3)
Add: Income taxes	51	41	35	29	39	19	22
Subtract: Interest income	2	2	2	0	1	1	0
Add: Interest expense	16	18	20	25	28	21	33
Subtract: Equity in pretax earnings (losses) of unconsolidated affiliates	9	5	4	3	6	5	0
Subtract: Other non-operating income (expense)	1	1	1	0	3	0	0
Operating income (loss)	\$171	\$161	\$126	\$148	\$160	\$103	\$129
Add: Depreciation and amortization	35	37	38	45	53	39	43
Add: Equity in pretax earnings (losses) of unconsolidated affiliates	9	5	4	3	6	5	0
EBITDA	\$215	\$204	\$169	\$195	\$219	\$147	\$172

1. Attributable to Universal Corporation. Universal holds less than 100% financial interest in certain consolidated subsidiaries, and a portion of net income is attributable to the non-controlling interests in those subsidiaries.

Note: Numbers may not sum to totals due to rounding

Appendix

The following tables set forth the unusual items included in reported results:

In millions	Fiscal Year Ended					Nine Months Ended December 31,	
	2018	2019	2020	2021	2022	2021	2022
Operating Income	\$171	\$161	\$126	\$148	\$160	\$103	\$129
Transaction costs for acquisitions	—	—	\$5	\$4	\$2	\$2	—
Purchase accounting adjustments	—	—	\$3	\$3	\$3	\$3	—
Fair value adjustment to contingent consideration for FruitSmart acquisition	—	—	—	\$(4)	\$(3)	\$(3)	—
Restructuring and impairment costs	—	\$20	\$8	\$23	\$10	\$10	—
Adjusted Operating Income¹	\$171	\$182	\$141	\$173	\$174	\$116	\$129

In millions	2018	2019	2020	2021	2022	2021	2022
EBITDA	\$215	\$204	\$169	\$195	\$219	\$147	\$172
Adjusted Operating Income¹	\$171	\$181	\$141	\$173	\$174	\$116	\$129
Depreciation and amortization	\$35	\$37	\$38	\$45	\$53	\$39	\$43
Equity in pretax earnings (losses) of unconsolidated affiliates	\$9	\$5	\$4	\$3	\$6	\$5	—
Adjusted EBITDA¹	\$215	\$224	\$184	\$221	\$232	\$160	\$172

¹ Non-GAAP measure

Note: Numbers may not sum to totals due to rounding

Please see the Company's Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q for the corresponding fiscal periods for additional information on the unusual items.



Appendix

The following tables set forth the unusual items included in results reported:

In millions	Fiscal Year Ended					Nine Months ended December 31,	
	2018	2019	2020	2021	2022	2021	2022
Net Income	\$106	\$104	\$72	\$87	\$87	\$61	\$70
Transaction costs for acquisitions	—	—	\$5	\$4	\$2	\$2	—
Purchase accounting adjustments	—	—	\$2	\$3	\$2	\$2	—
Fair value adjustment to contingent consideration for FruitSmart acquisition	—	—	—	\$(4)	\$(3)	\$(3)	—
Interest (income) expense related to tax matters at foreign subsidiaries	—	—	—	\$2	\$(1)	—	—
Income tax benefit on a final tax ruling (fiscal year 2022) and dividends paid from foreign subsidiaries (fiscal year 2021)	—	—	—	\$(4)	\$(2)	\$(2)	—
Income tax settlement for foreign subsidiary	—	—	\$3	—	—	—	—
Restructuring and impairment costs	—	\$17	\$6	\$18	\$8	\$8	—
Effect of changes to U.S. Corporate Income Taxation	\$(5)	—	—	—	—	—	—
Reversal of Dividend Withholding Tax	—	\$(8)	—	—	—	—	—
Interest expense reversal on uncertain tax position and income tax from sale of operations in Tanzania	—	—	—	—	—	—	\$(1)
Adjusted Net Income¹	\$101	\$113	\$88	\$105	\$94	\$69	\$70
Dollars per Share							
EPS (diluted)	\$4.14	\$4.11	\$2.86	\$3.53	\$3.47	\$2.44	\$2.82
Transaction costs for acquisitions	—	—	\$0.19	\$0.16	\$0.09	\$0.09	—
Purchase accounting adjustment	—	—	\$0.08	\$0.11	\$0.10	\$0.10	—
Fair value adjustment to contingent consideration for FruitSmart acquisition	—	—	—	\$(0.17)	\$(0.10)	\$(0.10)	—
Foreign Subsidiaries Hybrid Dividend Tax Regulations	—	—	—	\$(0.18)	—	—	—
Income tax settlement for foreign subsidiary	—	—	\$0.11	\$0.08	\$(0.09)	\$(0.09)	—
Restructuring and impairment costs	—	\$0.64	\$0.25	\$0.72	\$0.32	\$0.32	—
Effect of changes to U.S. Corporate Income Taxation	\$(0.18)	—	—	—	—	—	—
Reversal of Dividend Withholding Tax	—	\$(0.30)	—	—	—	—	—
Interest expense reversal on uncertain tax position and income tax from sale of operations in Tanzania	—	—	—	—	—	—	\$0.02
Adjusted EPS (diluted)¹	\$3.96	\$4.45	\$3.49	\$4.25	\$3.79	\$2.76	\$2.80

¹ Non-GAAP measure

Note: Numbers may not sum to totals due to rounding

Please see the Company's Annual Reports on Form 10-K and Quarterly Reports 10-Q for the corresponding fiscal periods for additional information on the unusual items.

Appendix

Net Debt and Net Capitalization

We consider the sum of notes payable and overdrafts, long-term debt (including current portion), and customer advances and deposits, less cash and cash equivalents, and short-term investments on our balance sheet to be our net debt. We also consider our net debt plus shareholders' equity to be our net capitalization.

In millions	Fiscal Year Ended				
	2018	2019	2020	2021	2022
Notes payables and overdrafts	\$45	\$54	\$78	\$101	\$183
Long term debt (inc. current portion)	\$369	\$369	\$369	\$518	\$519
Customer advances and deposits	\$7	\$22	\$10	\$9	\$14
Cash and cash equivalents	\$234	\$298	\$107	\$197	\$82
Net debt	\$187	\$147	\$350	\$431	\$633
Total Universal Corporation shareholders' equity	\$1,342	\$1,337	\$1,247	\$1,307	\$1,341
Net capitalization	\$1,530	\$1,484	\$1,596	\$1,738	\$1,974

Note: Numbers may not sum to totals due to rounding

Appendix

Free Cash Flow

Free Cash Flow defined as EBITDA less Capital Expenditures

In millions	Fiscal Year Ended					Nine Months ended December 31,	
	2018	2019	2020	2021	2022	2021	2022
EBITDA	\$215	\$204	\$169	\$195	\$219	\$147	\$172
Capital Expenditures	\$34	\$39	\$35	\$66	\$53	\$40	\$39
Free Cash Flow	\$181	\$165	\$134	\$128	\$166	\$108	\$132

Note: Included in this presentation are certain non-GAAP financial measures that are not determined in accordance with US generally accepted accounting principles. The non-GAAP results described in this presentation are financial measures that are not required by, or presented in accordance with generally accepted accounting principles ("GAAP"). The non-GAAP information provides information to assist comparability and estimates of future performance. Universal believes these measures are helpful in assessing operations and estimating future results and enable period-to-period comparability of financial performance. Non-GAAP results should not be considered as an alternative to revenue or income amounts determined in accordance with GAAP and should be read in conjunction with their GAAP counterparts.

Note: Numbers may not sum to totals due to rounding