



Multi-Color Corporation
Investor Update
November, 2017
Nigel Vinecombe

Nasdaq: LABL
www.mcclabel.com



SAFE HARBOR STATEMENT

The Company believes certain statements contained in this report that are not historical facts constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, and are intended to be covered by the safe harbors created by that Act. Reliance should not be placed on forward-looking statements because they involve known and unknown risks, uncertainties and other factors which may cause actual results, performance or achievements to differ materially from those expressed or implied. Any forward-looking statement speaks only as of the date made. The Company undertakes no obligation to update any forward-looking statements to reflect events or circumstances after the date on which they are made.

Statements concerning expected financial performance, on-going business strategies, and possible future actions which the Company intends to pursue in order to achieve strategic objectives constitute forward-looking information. Implementation of these strategies and the achievement of such financial performance are each subject to numerous conditions, uncertainties and risk factors. Factors which could cause actual performance by the Company to differ materially from these forward-looking statements include, without limitation, factors discussed in conjunction with a forward-looking statement; changes in general economic and business conditions; our ability to consummate and successfully integrate acquisitions; our ability to recognize the benefits of acquisitions, including potential synergies and cost savings; failure of an acquisition or acquired company to achieve its plans and objectives generally; risk that proposed or consummated acquisitions may disrupt operations or pose difficulties in employee retention or otherwise affect financial or operating results; our ability to manage foreign operations; currency exchange rate fluctuations; the success and financial condition of the Company's significant customers; competition; acceptance of new product offerings; changes in business strategy or plans; quality of management; the Company's ability to maintain an effective system of internal control; availability, terms and development of capital and credit; cost and price changes; raw material cost pressures; availability of raw materials; our ability to pass raw material cost increases to our customers; business abilities and judgment of personnel; changes in, or the failure to comply with, government regulations, legal proceedings and developments; risk associated with significant leverage; increases in general interest rate levels affecting the Company's interest costs; our ability to manage global political uncertainty; and terrorism and political unrest. The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.



LABEL INDUSTRY OVERVIEW

- Global label market US\$35 billion in annual sales
 - Forecast global label growth 5% pa to 2019
 - Highly fragmented market
 - Significant consolidation opportunities
 - Supply Consumer Product staples (low risk)
 - Label industry trends positive, especially for larger players
- Labels v. Packaging
 - Packaging lower organic growth
 - Packaging largely consolidated
 - Packaging largely commoditized
 - Packaging higher raw materials ratio
 - Packaging lower value adds

Label Industry Trends

Shelf Appeal & Consumer Preferences

- Increasing importance of labels in generating consumer interest and influencing purchasing decisions
- Proliferation of SKU's, packaging types, shorter graphics cycle, promotional/interactive labels

Product Information & Disclosure

- Increasing product information / disclosure requirements
- Greater concern over product safety and security

Streamlined Inventory Management

- Demand for tracking systems facilitated by labels
- JIT supply trend reducing inventory, while allowing differentiation

Pressure to Consolidate

- Consolidation of label vendor base by large CPGs
- Significant benefits to scale (best practice sharing, innovations, procurement)

Technological Developments

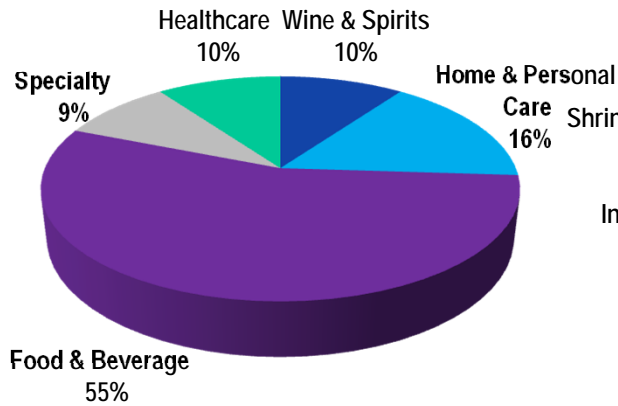
- Greater sophistication in printing allowing more complex graphics /premiumization
- Supports reductions in waste and set ups for lower cost and better productivity



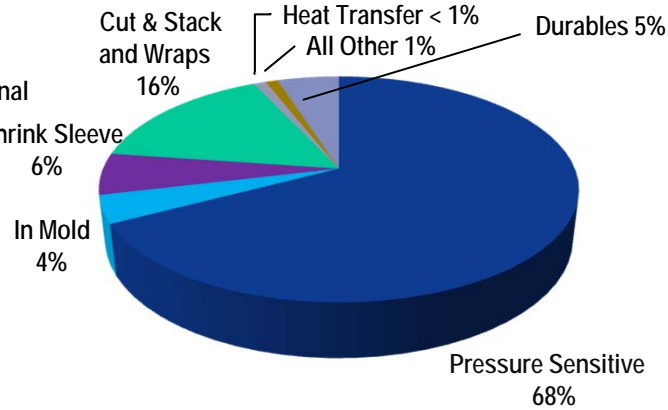
GLOBAL PRINTED LABEL MARKET AND MCC

Global Printed Label Market @ USD \$35 Billion with 5% growth pa

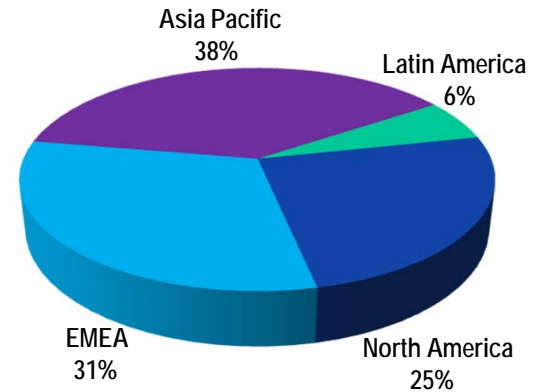
Global Sales by Market



Global Sales by Label Technology



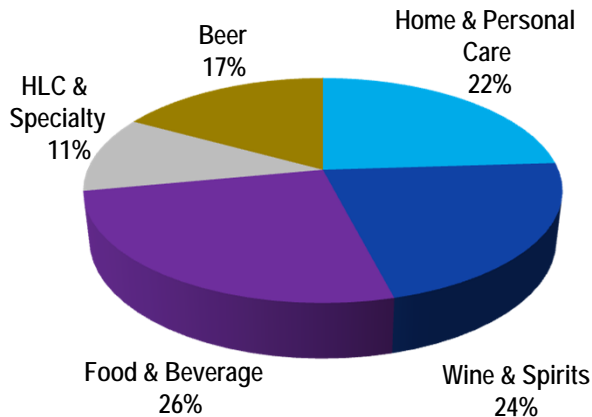
Global Sales by Region



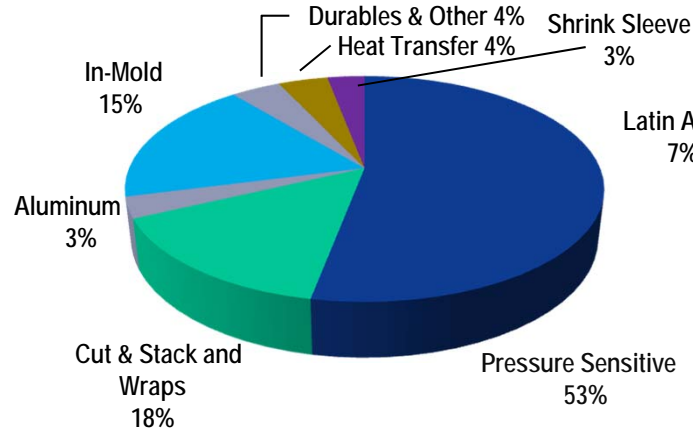
Source: Smithers Pira – Future of Label Printed Materials to 2019

Multi-Color (Incl. Constantia Labels) Proforma for FY18 Revenues circa USD 1.7 billion

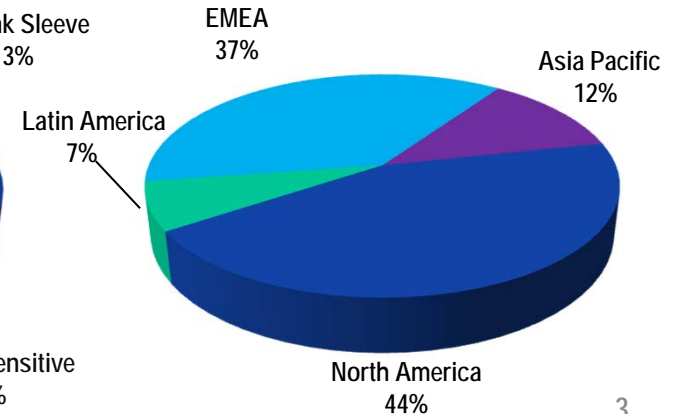
Global Sales by Market



Global Sales by Label Technology



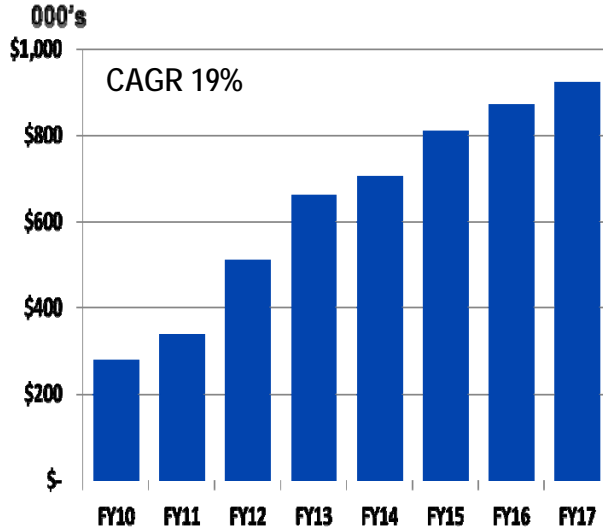
Global Sales by Region



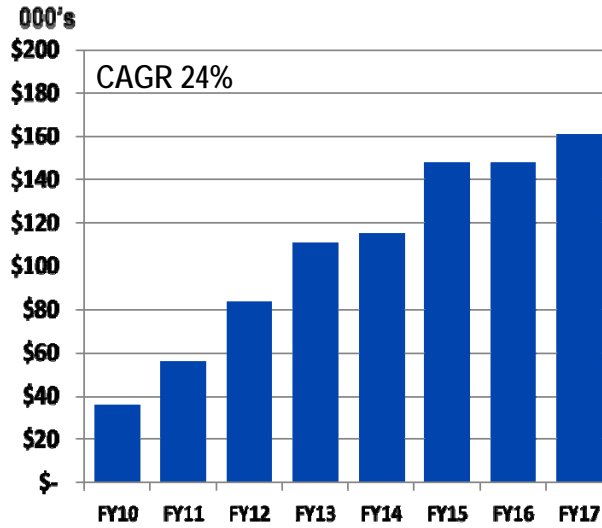


FINANCIAL HISTORY SUPPORTS STRATEGY ADDING VALUE

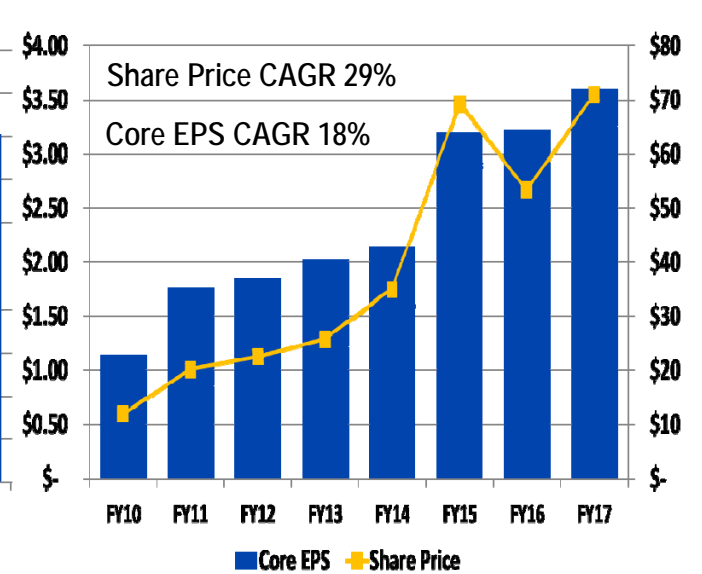
Revenue



Core EBITDA



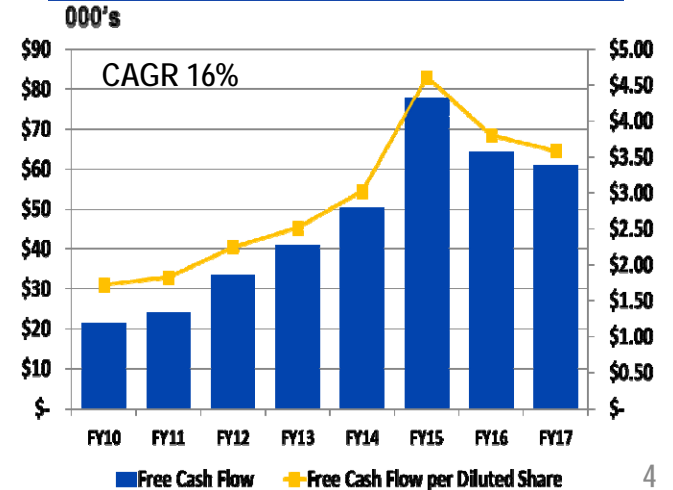
Core EPS & Share Price



FY10 to FY17

- Revenues increased from \$277 million to \$923 million per annum
- Organic growth average 3% per annum FY2010 to FY2017
- Core EBITDA increased from \$36 million to \$161 million per annum
- Core EBITDA margin increased from 13% to 17%
- Core EPS increased from \$1.14 to \$3.61 per share (avg. increase of 35¢ per annum)
- Free cash flow increased from \$21 million to \$61 million per annum
- Free cash flow conversion circa 100% or higher
- ROIC increase from 8.1% to 9.4%
- Leverage 2.1x to 2.9x

Free Cash Flow

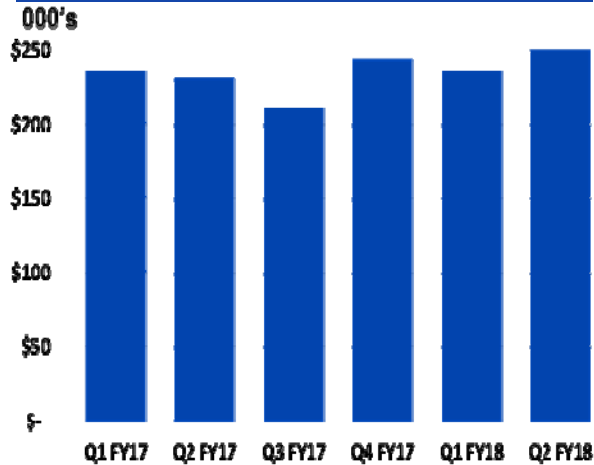


Note: Nasdaq (Global Select Market Composite) at 14% CAGR for FY10 to FY17

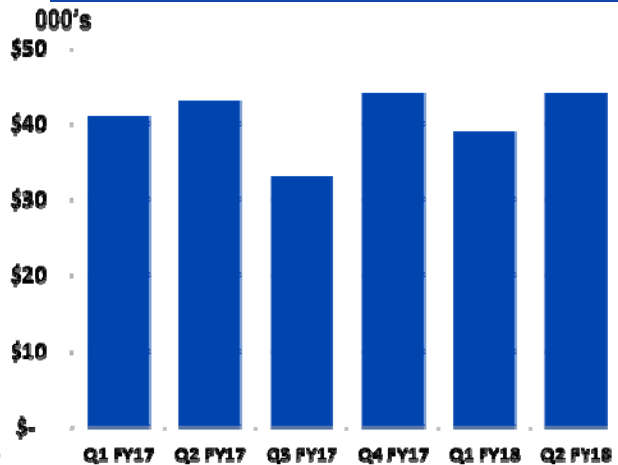


FY17 AND FY18 (H1) FINANCIAL RESULTS

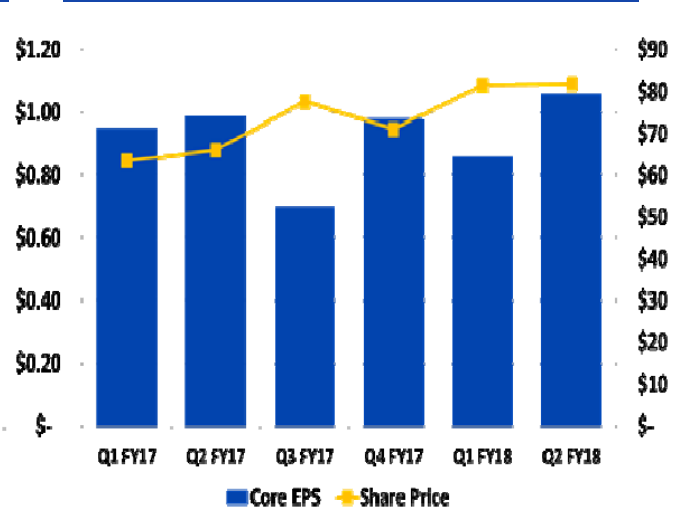
Revenue



Core EBITDA



Core EPS & Share Price



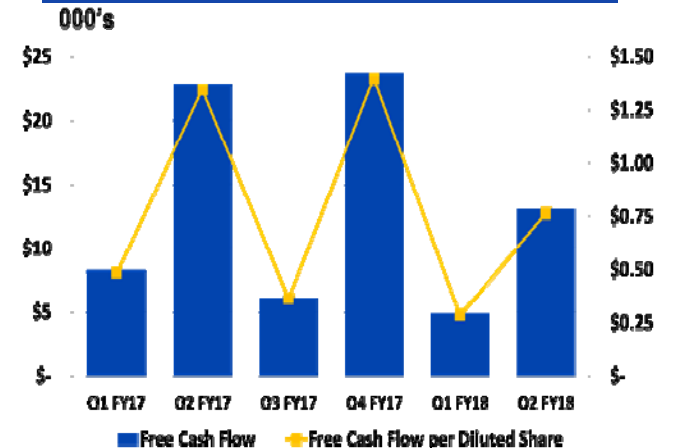
FY2017 Highlights

- Organic growth @ 3% (4% excluding Beer Label exit)
- Core gross margin @ 21%
- SG&A @ 9%
- Free cash flow \$61 million
- Core EPS \$3.61 (increased 39¢)
- Free cash flow per share at \$3.59
- Leverage @ March 2.9x

FY2018 H1 Highlights

- Organic growth @ 4%
- Core gross margin reduced by 1% of revenues due to operating inefficiencies
- Core SG&A as per forecast @ 9%
- Core EPS @ \$1.92 circa 20¢ below forecast
- Capacity added to overcome operating inefficiencies

Free Cash Flow



FY18 ACQUISITIONS

Constantia Labels (acquired 31st October 2017)

- Creates global F&B label platform for MCC to build on (in addition to HPC, W&S and HLC platforms)
- Adds Scale, Reach and Diversity
 - Revenues from \$923m to \$1,700m
 - Countries from 21 to 26. Facilities to 70
 - Largest customer from 17% to 10% of total sales
- MCC / Constantia Labels integration and synergies
 - Experienced management team will continue to run the F&B business
 - Additional revenue growth opportunities
 - Cost synergies \$15m from FY20
 - EPS accretive from FY19 and strong free cash flow
 - Constantia Labels CEO to become MCC CEO, senior team finalized
- Constantia Labels' previous owner takes MCC equity stake



Gewa, Germany (acquired 1st August 2017)

- Largest Wine & Spirit label producer in Germany at USD 28m per annum revenues
- Opportunity to consolidate in German Wine & Spirit labels, est. €100m per annum market
- Complements European Wine & Spirit footprint in France, Italy, Spain, UK and Ireland
- Common printing technologies and suppliers
- General Manager to continue to run the business

Tanzania Printers (acquired 11th October 2017)

- East Africa, revenues USD 12m per annum
- Central to East African markets, with large and fast growing population
- East African base to support global customers, especially Food & Beverage growth in the region eg. ABInBev, Heineken, Diageo
- General Manager to continue to run the business

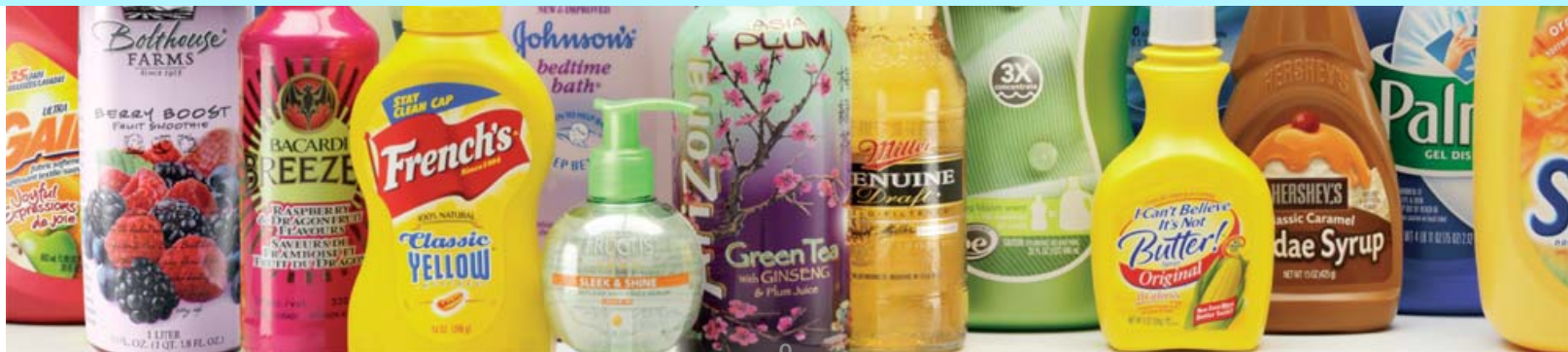
KEY PLANS FY18 & FY19 (to March 2019)

- Organic revenue growth 3-5% range
- Capex growth at 5% of revenues per annum provides 5% organic growth capacity
- Earnings growth
 - Organic revenue growth benefit
 - Operational inefficiencies overcome
 - Cost synergies from acquisitions integration
 - Revenue synergies from acquisitions integration
 - Earnings capacity of integrated MCC group at 20% EBITDA
- Reduce Leverage
- Acquisition growth
 - Timing depends on achieving key plans above
 - Significant opportunities exist



Thank you for your interest in
Multi-Color Corporation

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- **Nigel Vinecombe – Executive Chairman**

Over 30 years label industry experience. Elected to the Board of Directors of Multi-Color Corporation in February, 2008. MCC President & CEO from June, 2010 until December, 2015. Elected Executive Chairman from January, 2016 with direct responsibility for M&A and Investor Relations. Age 54. Bachelor of Business and MBA from University of South Australia.

Disclosure – Mr. Vinecombe is the beneficial owner of over 400,000 MCC shares.

- **Mike Henry, CEO-elect**

Named Multi-Color Corporation CEO-elect October 31, 2017 and will be appointed President, Chief Executive Officer and Director effective January 1, 2018. Mike Henry has served as a member of the Executive Board of Constantia Flexibles and Executive Vice President Labels from July 2014. Responsible for the global label activities of Constantia with revenues of €600 million over 25 sites. He led the integration of the ten label companies that make up the Constantia Label Division including the acquisitions of Pemara and Afripack. Mike has also served on the board of various industrial companies, including Marling Industries PLC and Norbain PLC. Age 51. Bachelor degree in Accounting and Finance from Kingston University, UK and is a Chartered Accountant.

- **Sharon E. Birkett – Vice President and CFO**

Appointed Vice President and Chief Financial and Accounting Officer in July, 2010. Joined Multi-Color Corporation as part of the Collotype acquisition in 2008. At that time, Sharon served as Collotype's Chief Financial Officer, a position she held since joining the company in 2003. Prior to Collotype, from 1998 to 2003, she served as Director of Finance of Avery Dennison Materials Pty Ltd., a subsidiary of Avery Dennison Corporation. Age 51. Bachelor of Arts in Accountancy from University of South Australia and an MBA from University of Adelaide.



APPENDIX I

Reconciliations between Reported GAAP and Non GAAP Results



Reconciliation of Adjusted Net Income and EPS to Reported Net Income and Reported EPS

	2011		2012		2013		2014		2015		2016		2017		Sep FY 2018 MAT*	
	(in 000's)	EPS	(in 000's)	EPS	(in 000's)	EPS	(in 000's)	EPS	(in 000's)	EPS	(in 000's)	EPS	(in 000's)	EPS	(in 000's)	EPS
Net Income Attributable to Multi-Color Corporation and EPS, as reported	\$ 18,411	\$1.40	\$ 19,700	\$ 1.32	\$ 30,300	\$ 1.86	\$ 28,224	\$ 1.70	\$ 45,716	\$ 2.71	\$ 47,739	\$ 2.82	\$ 60,996	\$ 3.58	\$ 58,144	\$ 3.39
Inventory purchase accounting charges, net of tax	289	0.02	923	0.06	344	0.02	120	0.01	67	-	488	0.03	256	0.02	440	0.03
Acquisition and integration expenses, net of tax	926	0.07	5,970	0.41	1,164	0.07	1,918	0.12	1,497	0.09	3,649	0.22	1,070	0.06	5,338	0.32
Severance and accelerated stock compensation expense, net of tax	1,138	0.09	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred financing fee charge, net of tax	-	-	300	0.02	-	-	-	-	-	-	-	-	-	-	-	-
Deferred loan fee write off, net of tax	-	-	-	-	-	-	-	-	1,225	0.07	-	-	-	-	-	-
Facility closure expenses (income), net of tax	(192)	(0.01)	715	0.04	1,194	0.07	738	0.04	4,533	0.27	3,708	0.22	706	0.04	619	0.03
Legal settlement and related legal fees, net of tax	2,418	0.18	-	-	-	-	(3,800)	(0.23)	-	-	-	-	-	-	-	-
Gain on sale of certain cylinder assets, net of tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Goodwill impairment loss, net of tax	-	-	-	-	-	-	13,475	0.81	951	0.06	-	-	-	-	-	-
Supplemental purchase price adjustments, net of tax	-	-	-	-	-	-	(2,451)	(0.15)	-	-	-	-	(887)	(0.05)	(887)	(0.05)
Release of reserves for uncertain tax positions, net of tax	-	-	-	-	-	-	(2,981)	(0.18)	-	-	(1,079)	(0.06)	-	-	-	-
Gain (loss) on purchase /sale of business	-	-	-	-	-	-	-	-	-	-	-	-	(690)	(0.04)	(178)	(0.01)
Net gain on derivatives to hedge acquisition purchase price and related debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1,893)	(0.11)
Other special items, net of tax	146	0.01	-	-	-	-	312	0.02	-	-	-	-	-	-	-	-
Adjusted Net Income Attributable to Multi-Color Corporation and EPS, (Non-GAAP)	\$ 23,136	\$1.76	\$ 27,608	\$ 1.85	\$ 33,002	\$ 2.02	\$ 35,555	\$ 2.14	\$ 53,989	\$ 3.20	\$ 54,505	\$ 3.22	\$ 61,451	\$ 3.61	\$ 61,583	\$ 3.60

Note: EPS may not add total due to rounding

*MAT is moving annual total or rolling 12 months total.

	Q3 FY 17		Q4 FY 17		Q1 FY 18		Q2 FY 18	
	(in 000's)	EPS	(in 000's)	EPS	(in 000's)	EPS	(in 000's)	EPS
Net Income Attributable to Multi-Color Corporation and EPS, as reported	\$ 12,126	\$0.71	\$ 16,722	\$0.98	\$ 14,106	\$0.82	\$ 15,190	\$ 0.88
Inventory purchase accounting charge, net of tax	-	-	149	0.01	-	-	291	0.02
Acquisition and integration expenses, net of tax	341	0.02	295	0.02	618	0.04	4,084	0.24
Facility closure expenses (income), net of tax	314	0.02	219	0.01	23	-	63	-
Goodwill impairment loss, net of tax	-	-	-	-	-	-	-	-
Supplemental purchase price adjustments, net of tax	(887)	(0.05)	-	-	-	-	-	-
Release of reserves for uncertain tax positions, net of tax	-	-	-	-	-	-	-	-
Gain (loss) on purchase /sale of business	-	-	(690)	(0.04)	-	-	512	0.03
Net gain on derivatives to hedge acquisition purchase price and related debt	-	-	-	-	-	-	(1,893)	(0.11)
Adjusted Net Income Attributable to Multi-Color Corporation and EPS, (Non-GAAP)	\$ 11,894	\$0.70	\$ 16,695	\$0.98	\$ 14,747	\$0.86	\$ 18,247	\$ 1.06

Note: EPS may not add total due to rounding



Reconciliation of Adjusted Operating Income and EBITDA to Reported Operating Income and Reported EBITDA

	2010	2011	2012	2013	2014	2015	2016	2017	Sep FY 2018 MAT*	Q3 17	Q4 17	Q1 18	Q2 18
Revenue	276,821	338,284	510,247	659,815	706,432	810,772	870,825	923,295	953,135	210,658	244,003	242,440	256,034
Gross Margin, as reported	48,601	67,978	98,284	126,351	132,057	173,274	181,626	196,809	195,994	41,217	53,546	49,457	51,774
Adjustments to GM									-	-	214	-	448
Inventory purchase accounting charge		424	1,530	458	190	78	632	362	662	-	214	-	448
Core Gross Margin	48,601	68,402	99,814	126,809	132,247	173,352	182,258	197,171	196,656	41,217	53,760	49,457	52,222
% of sales	17.6%	20.2%	19.6%	19.2%	18.7%	21.4%	20.9%	21.4%	20.6%	19.6%	22.0%	20.4%	20.4%
Operating Income, as reported	22,911	32,260	45,551	70,705	60,123	96,912	94,428	110,966	103,837	20,416	31,108	25,834	26,479
Adjustments:													
Inventory purchase accounting charges	-	424	1,530	458	190	78	632	362	662	-	214	-	448
Acquisition & integration expenses	179	1,334	2,513	128	1,201	1,787	3,683	1,101	5,660	372	295	906	4,087
Integration expenses	1,034	-	5,608	1,337	1,116	-	-	-	-	-	-	-	-
Severance and accelerated stock compensation expense	-	1,658	-	-	-	-	-	-	-	-	-	-	-
Facility closure expenses (income)	1,479	(258)	1,182	1,531	1,166	7,399	5,200	921	836	393	314	34	95
Legal settlement and related legal fees	-	3,869	-	-	-	-	-	-	-	-	-	-	-
Gain on sale of certain cylinder assets	(3,451)	-	-	-	-	-	-	-	-	-	-	-	-
Goodwill impairment	-	-	-	-	13,475	951	-	-	-	-	-	-	-
Other special items	940	239	-	-	-	-	-	-	-	-	-	-	-
Core Operating Income	23,092	39,526	56,384	74,159	77,271	107,127	103,943	113,350	110,995	21,181	31,931	26,774	31,109
% of sales	8.3%	11.7%	11.1%	11.2%	10.9%	13.2%	11.9%	12.3%	11.6%	10.1%	13.1%	11.0%	12.2%
Cap Ex	6,317	13,102	23,008	28,638	30,365	29,153	34,892	46,146	55,296	15,943	13,091	10,272	15,990
Depreciation	11,266	13,173	20,718	26,851	27,995	29,828	31,295	33,480	34,269	8,236	8,627	8,492	8,914
Amortization	1,832	3,321	6,456	9,493	9,823	11,541	13,178	14,425	14,483	3,458	3,590	3,604	3,831
Total D&A	13,098	16,494	27,174	36,344	37,818	41,369	44,473	47,905	48,752	11,694	12,217	12,096	12,745
Core EBITDA	36,190	56,020	83,558	110,503	115,089	148,496	148,416	161,255	159,747	32,875	44,148	38,870	43,854
Core EBITDA Margin	13.1%	16.6%	16.4%	16.7%	16.3%	18.3%	17.0%	17.5%	16.8%	15.6%	18.1%	16.0%	17.1%

*MAT is moving annual total or rolling 12 months total.

Core EPS	1.14 \$	1.76 \$	1.85 \$	2.02 \$	2.14 \$	3.20 \$	3.22 \$	3.61
Share Price	11.98	20.21	22.51	25.79	35	69.33	53.35	71
FCF	21,238	23,981	33,469	41,075	50,252	77,822	64,509	61,064
Dividends	0.2	0.20	0.20	0.20	0.20	0.20	0.20	0.20
CAGR - Revenue (6 Yr)							20.8%	18.8%
CAGR - Core EBITDA (6 Yr)							21.5%	23.8%
CAGR - Core EPS (6 Yr)							12.8%	17.9%
CAGR - Share Price (6 Yr)							21.4%	28.9%
CAGR - FCF (6 Yr)							21.9%	16.3%
TSR (6 Yr)							170%	506%