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**UNITED STATES BANKRUPTCY COURT**
**FOR THE DISTRICT OF NEW JERSEY**

| | |
|---|---|
| In re: | Chapter 11 |
| MULTI-COLOR CORPORATION, *et al.,* | Case No. 26-10910 (MBK) |
| Debtors[1]. | (Jointly Administered) |

# STATEMENT OF CD&R IN SUPPORT OF FINAL APPROVAL OF DEBTORS' PLAN OF REORGANIZATION AND ENTRY OF THE CONFIRMATION ORDER

[1] The last four digits of Debtor Multi-Color Corporation's tax identification number are 5853. A complete list of each of the Debtors in these chapter 11 cases may be obtained on the website of the Debtors' proposed claims and noticing agent at https://www.veritaglobal.net/MCC. The location of the Debtors' service address for purposes of these chapter 11 cases is: 3284 Northside Parkway NW, Suite 400, Atlanta, Georgia 30327.

Clayton Dubilier & Rice LLC, on behalf of itself and its affiliates and/or related entities, including CD&R Labels Holdings, L.P., Arawak XI, L.P., Arawak XI-A, L.P., CD&R Investment Associates XI, Ltd., and Clayton, Dubilier & Rice Fund XI (Credit Investor), Ltd. (collectively, "**CD&R**"), by and through its undersigned counsel, hereby submits this statement (the "**Statement**") in support of final approval of the *Amended Joint Prepackaged Plan of Reorganization of Multi-Color Corporation and Its Debtor Affiliates Pursuant to Chapter 11 of the Bankruptcy Code* [Docket No. 754] (as may be amended, the "**Plan**").[2] The Debtors' Plan is the product of extensive good faith negotiations among the Debtors, CD&R, and the Secured Ad Hoc Group, satisfies the applicable requirements of sections 1126 and 1129 of the Bankruptcy Code, and provides the Debtors' estates with the best chance to reorganize successfully. Under the Plan, the Debtors will (a) eliminate approximately $3.875 billion of funded debt, (b) obtain $889 million of new money capital (including $550 million of liquidity for the business), and (c) pay their non-funded debt general unsecured creditors in full. CD&R is providing substantial new value to these estates by funding $454 million of new money to the Debtors' go-forward business. The Plan reflects the good-faith, mediated settlement among the Debtors, CD&R, the Secured Ad Hoc Group, the Cross-Holder Ad Hoc Group, the Excluded First Lien Lenders, and the Official Committee of Unsecured Creditors, which resolution (a) occurred after numerous mediation sessions and (b) fully resolves objections raised by the Cross-Holder Ad Hoc Group [Docket No. 535], the Excluded First Lien Lenders [Docket No. 537], and the Official Committee of Unsecured Creditors [Docket No. 735] (collectively, the "**Economic Stakeholder Confirmation Objections**"). The Plan is supported overwhelmingly by the Debtors' stakeholders, and the

[2] Capitalized terms used but not defined herein shall have the meanings ascribed to them in the Plan or in the proposed confirmation order (the "**Confirmation Order**"), a copy of which CD&R understands will be filed by the Debtors in advance of the final hearing on the Plan.

numbers speak for themselves: holders of over 99% of Class 4 First Lien Claims and over 97% of Class 5 Junior Funded Debt Claims voted to accept the Plan, and the parties that filed the Economic Stakeholder Confirmation Objections now support confirmation too.[3] CD&R supports, joins in, and adopts the Debtors' responses to the objections raised by the Office of the United States Trustee [Docket No. 515] (the "**UST Confirmation Objection**"), and respectfully submits that such objections should be overruled for the reasons set forth by the Debtors.[4] For the foregoing reasons, CD&R respectfully requests that the Court confirm the Plan.

CD&R reserves all rights to (a) amend or supplement the foregoing statement at any time prior to or in connection with the hearing on Plan confirmation (the "**Confirmation Hearing**"); and (b) present evidence (including via witnesses, exhibits, declarations, or otherwise) at the Confirmation Hearing in support of Plan confirmation. CD&R further reserves all rights with respect to the Economic Stakeholder Confirmation Objections and the UST Confirmation Objection.

[*Remainder of Page Intentionally Left Blank.*]

[3] *Supplemental Declaration of James Lee with Respect to the Tabulation of Votes on the Joint Prepackaged Plan of Reorganization of Multi-Color Corporation and Its Debtor Affiliates Pursuant to Chapter 11 of the Bankruptcy Code* [Docket No. 756].

[4] *See Debtors' Memorandum of Law in Support of an Order Approving the Debtors' Disclosure Statement for, and Confirming, the Joint Prepackaged Plan of Reorganization of Multi-Color Corporation and Its Debtor Affiliates Pursuant to Chapter 11 of the Bankruptcy Code* [Docket No. 755].

Dated: April 15, 2026

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