COTY 1Q FY25 EARNINGS CALL

November 6, 2024

COTY
SINCE 1904



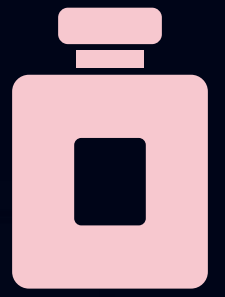
1Q25 SUMMARY

SUE NABI
CHIEF EXECUTIVE OFFICER





SUSTAINED LFL SALES GROWTH



STRONG FRAGRANCE MARKET



ON TRACK FOR ROBUST PROFIT DELIVERY IN FY25



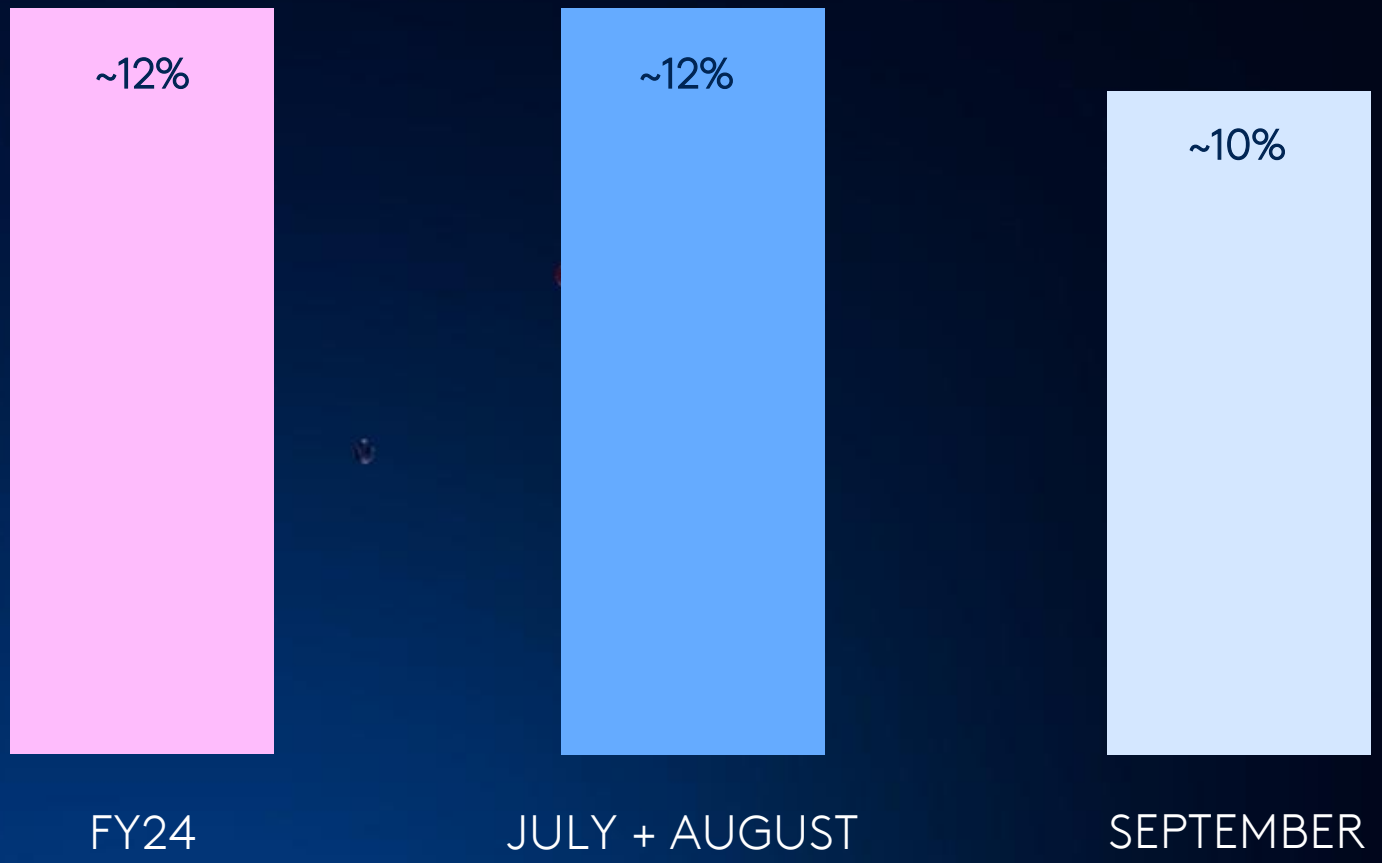
ACTIVATING WHITESPACE OPPORTUNITIES

In 9 of the last 13 quarters,
we have grown ahead of the
leading global beauty companies

LFL Growth	3Q CY21	4Q CY21	1Q CY22	2Q CY22	3Q CY22	4Q CY22	Q1 CY23	Q2 CY23	Q3 CY23	Q4 CY23	Q1 CY24	Q2 CY24	Q3 CY24
COTY SINCE 1904	21%	12%	19%	16%	9%	4%	15%	17%	18%	11%	10%	5%	4.5%
Leading Beauty Company #1	13%	11%	14%	13%	9%	8%	13%	14%	11%	7%	9%	5%	3%
Leading Beauty Company #2	18%	11%	9%	-8%	-5%	-11%	-8%	4%	-11%	-8%	6%	8%	-5%
Leading Beauty Company #3	19%	20%	17%	8%	10%	5%	10%	16%	9%	10%	7%	4%	3%
Leading Beauty Company #4	5%	8%	-1%	-1%	7%	-1%	7%	10%	-2%	-6%	3%	-4%	-8%
COTY SINCE 1904 #1	✓	✗	✓	✓	✗	✗	✓	✓	✓	✓	✓	✗	✓

Source: Public company disclosures of LFL sales growth for Coty, Estee Lauder, L'Oréal, LVMH Perfume & Cosmetics division, and Shiseido.
Slide updated from initial presentation to include Leading Beauty Company #4 results for Q3 CY24 published on November 7, 2024.

PRESTIGE FRAGRANCE MARKET REMAINS ROBUST



Retail Panel (NPD) – EUR5+NA+MX - Selective Distribution

MASS BEAUTY MARKET GROWING AT A MORE MODERATE LEVEL



NielsenIQ GTC covering B&M and e-commerce channels and countries: Argentina, Australia, Brazil, Canada, France, Germany, Great Britain, Italy, Netherland, Poland, Spain, Switzerland, USA.

SELL-IN WELL BELOW SELL-OUT IN SEVERAL AREAS, CONTINUING INTO Q2



1Q25 LFL GROWTH

PER SEGMENT/ PRICE POINT	
7%	Prestige
FLAT	Consumer Beauty

PER REGION	
8%	EMEA
4%	Americas
-5%	APAC

BOTH PRICE AND VOLUME	
+2% Prestige / -1% CB	Volume
+ MSD %	Price (est.)
+ LSD %	Mix & Other (est.)

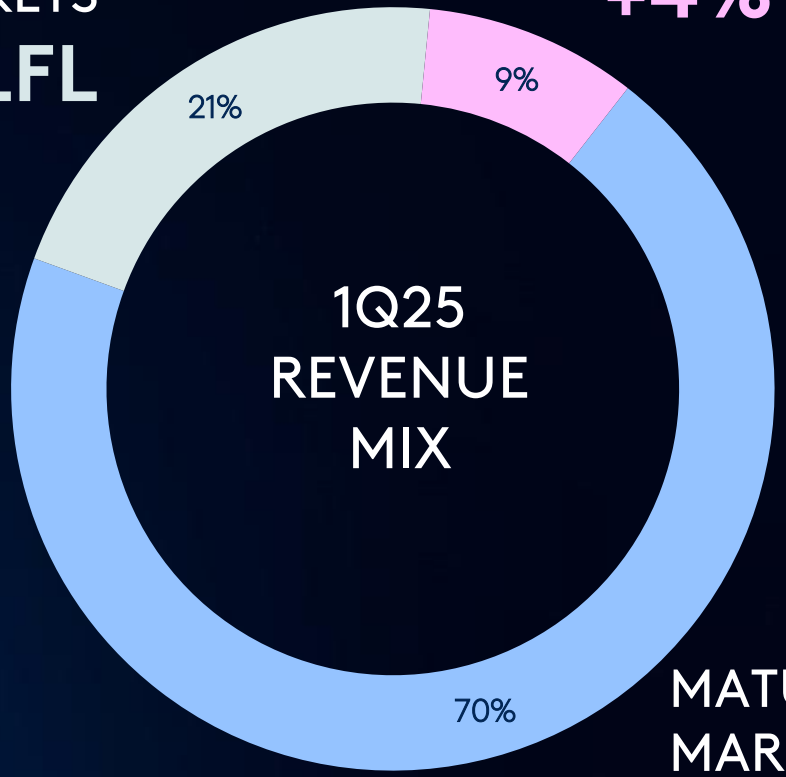
Notes: All figures refer to LFL growth.
LFL results for 1Q25 included a contribution from the Argentina hyperinflationary environment of 1% for total Coty and 2% for the Americas region.

GROWTH IN **MATURE** AND **GROWTH ENGINE MARKETS & CHANNEL**

1Q25 LFL GROWTH

GROWTH ENGINE MARKETS
+15% LFL

TRAVEL RETAIL
+4% LFL



MATURE MARKETS
+1% LFL

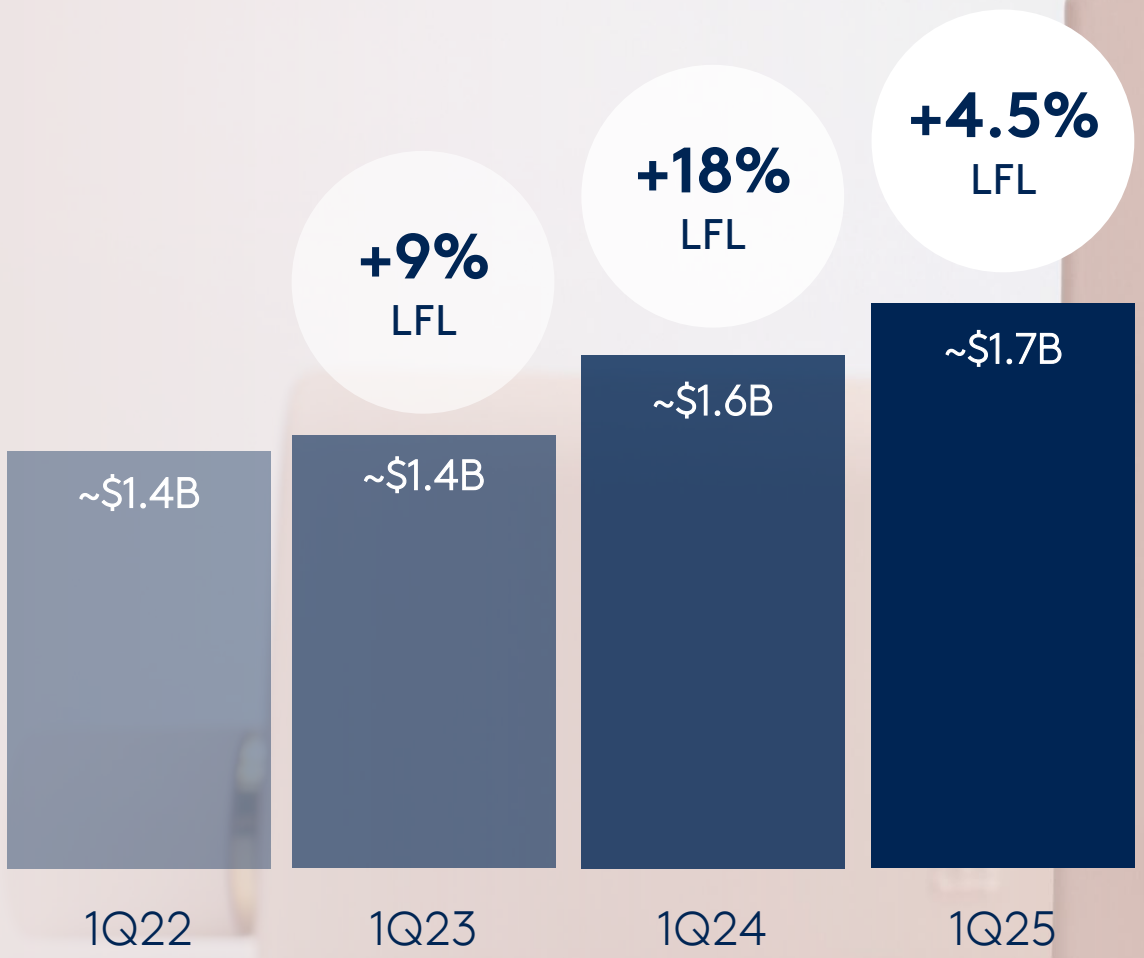
LFL results for 1Q25 included a contribution from the Argentina hyperinflationary environment of 5% for growth engine markets.
Growth engine markets include Brazil, Mexico, the rest of LATAM, India, China, North Asia, Southeast Asia, Africa, and the Middle East. Travel Retail includes Travel Retail sales in all three regions. Mature Markets encompasses all other sales.

FINANCIAL RESULTS & FY25 GUIDANCE



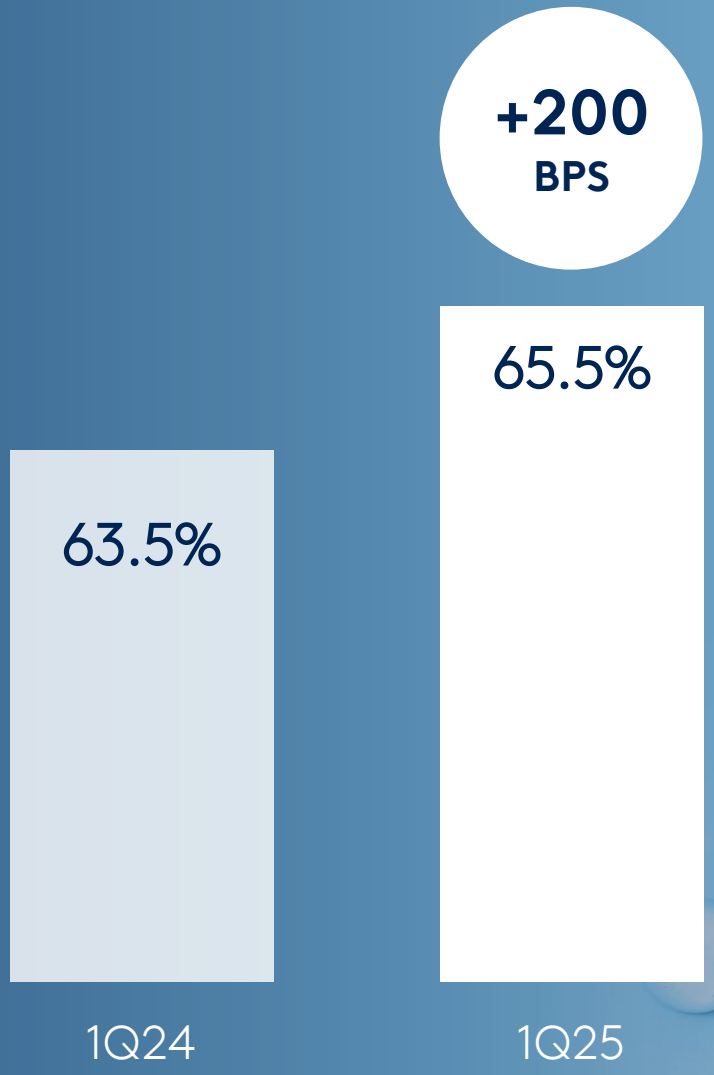
LAURENT MERCIER
CHIEF FINANCIAL OFFICER

GROWTH 1Q22 THROUGH 1Q25

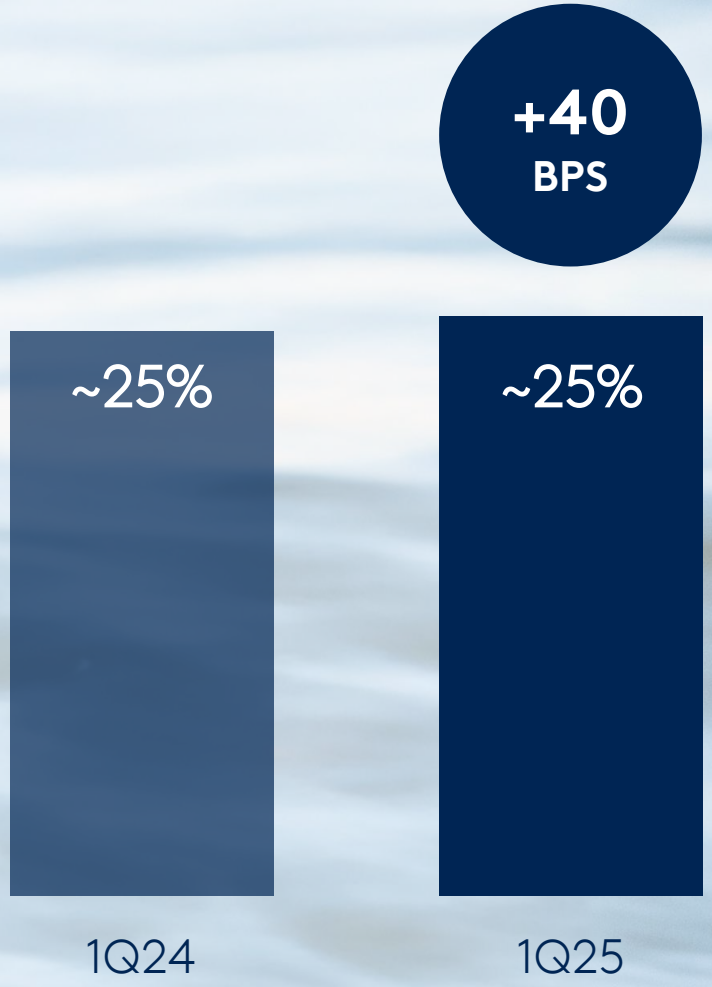


LFL results for 1Q25 included a contribution from the Argentina hyperinflationary environment of 1% for total Coty.

STRONG GROSS MARGIN EXPANSION



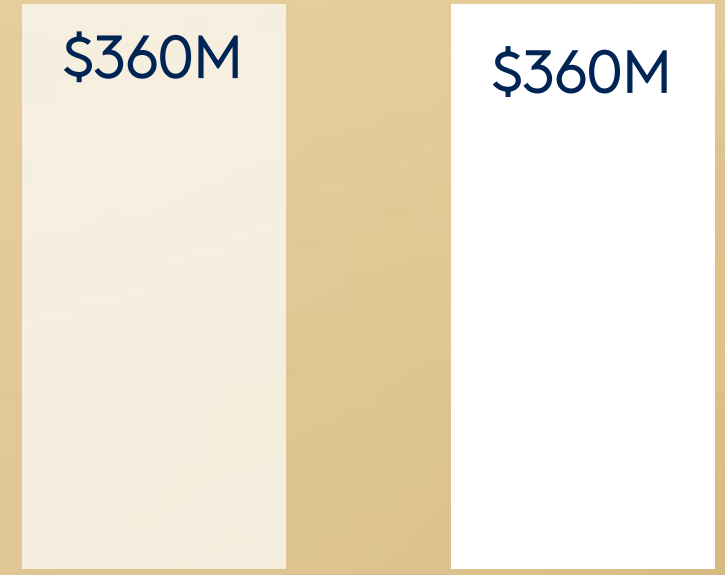
MAINTAINING STRONG A&CP SUPPORT





ADJ EBITDA

FLAT
YOY



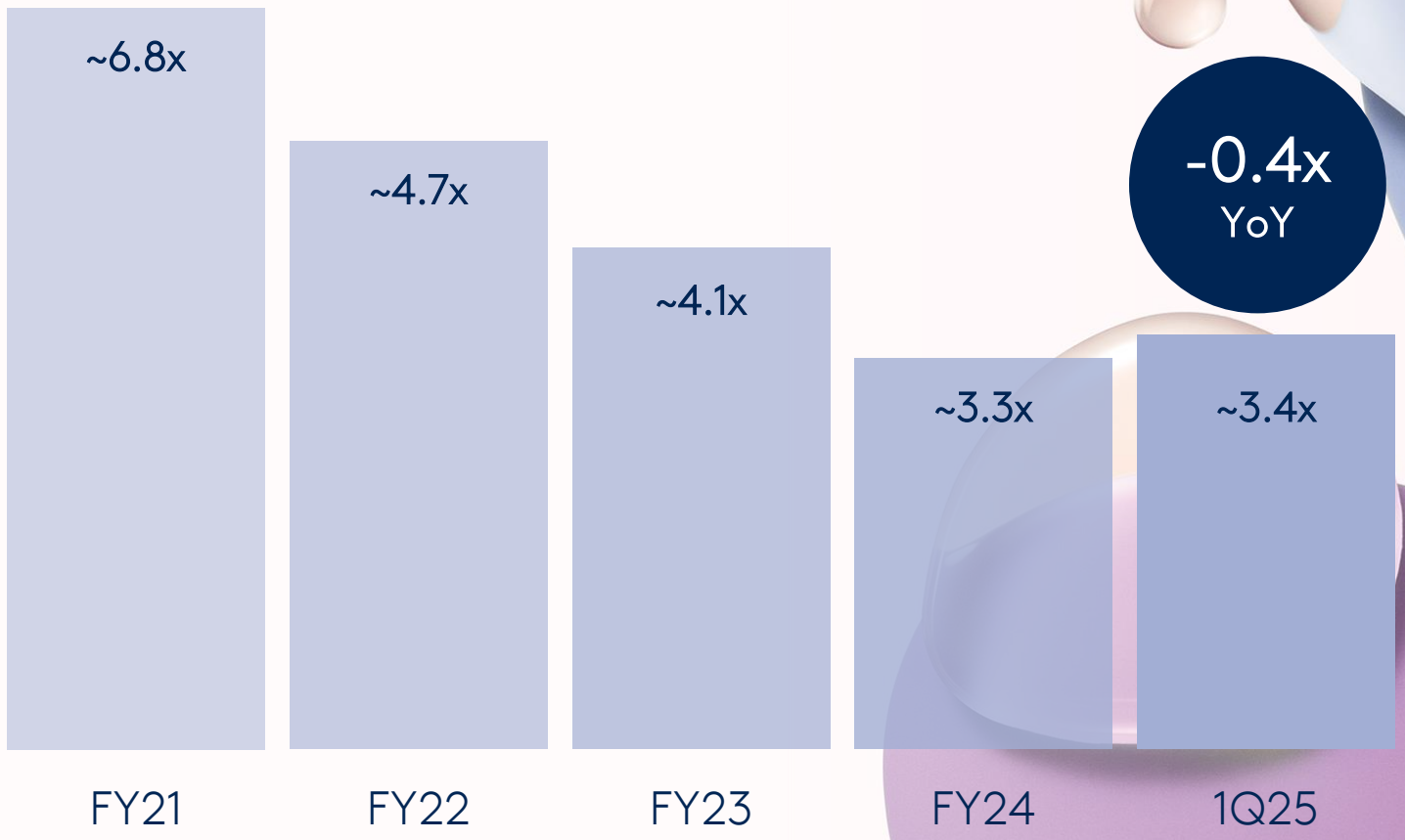


ADJ EPS GROWTH
EXCLUDING THE EQUITY SWAP



Reflects diluted adjusted EPS excluding equity swap. 1Q24 adjusted EPS included a discrete one-time non-cash tax impact of $0.03 from a change in the Swiss statutory rate.

CONTINUING DELEVERAGING PATH
TARGETING INVESTMENT GRADE PROFILE





Leverage calculated using net debt to TTM adjusted EBITDA.

FUTURE PROOFING THE ORGANIZATION

DRIVING AGILITY AND ADDITIONAL EFFICIENCIES

>$120M

NEW SAVINGS TARGET FOR FY25

UP FROM INITIAL TARGET OF

$75M



STRONG ACTION PLANS UNDER 5 PILLARS

1 CENTERS OF EXCELLENCE

2 OMNICHANNEL APPROACH

3 SPEED TO MARKET

4 MAXIMIZING EMERGING TECH AND AI BENEFITS

5 REGIONAL FOOTPRINT ALIGNMENT

EXPECTING SALES & PROFIT EXPANSION IN FY25



1H25 FRAMEWORK

REVENUE LFL	+3-4% LFL in 1H, with Q2 +1-2% on continued gap between sell-in and sell-out
REPORTED REVENUE IMPACTS	~1% scope headwind from the divestiture of Lacoste license and <1% headwind from FX
ADJ GROSS MARGIN	Continued expansion YoY
ADJ EBITDA	Low-to-mid single digit % growth YoY
ADJ EPS (EXCL. SWAP)	$0.38-0.40, reflecting low-to-mid teens % growth
LEVERAGE	On track to exit CY24 with leverage below 3x, continuing to target leverage close to 2.5x exiting CY24

2H25 FRAMEWORK

REVENUE LFL	LFL growth consistent with 1H25 levels of +3-4%
REPORTED REVENUE IMPACTS	~1% headwind from FX
ADJ GROSS MARGIN	Flattish YoY, and up over 150bps vs. 2H23
ADJ EBITDA	Double digit % adj EBITDA growth, with growth accelerating sequentially in Q3 and Q4
ADJ EPS (EXCL. SWAP)	$0.14-0.16

FY25 GUIDANCE

REVENUE LFL	+3-4% LFL
REPORTED REVENUE IMPACTS	~1% headwind from FX and ~1% scope headwind in 1H25 from the divestiture of Lacoste license
ADJ GROSS MARGIN	Continued expansion YoY
ADJ EBITDA	Growth toward lower end prior guidance of +9-11% to $1,186-1,208M; adj EBITDA margin expansion of close to 100 bps
ADJ EPS (EXCL. SWAP)	Low end of prior guidance of $0.54-0.57, reflecting mid-teens % YoY growth
FREE CASH FLOW	Low to mid $400M
LEVERAGE	Toward ~2x exiting CY25 fueled by cash generation

CONTINUED MOMENTUM & NEW GROWTH OPPORTUNITIES

SUE NABI
CHIEF EXECUTIVE OFFICER




1
LEADING IN PRESTIGE & MASS FRAGRANCE
2
FUELING COSMETICS BRANDS THROUGH ADVOCACY AND AGILE INNOVATION
3
CAPTURING SIGNIFICANT GROWTH OPPORTUNITIES
4
REACHING KEY ESG MILESTONES


1
ETERNITY
FOR WOMEN
ETERNITY
FOR WOMEN
CALVIN KLEIN
Calvin Klein
LEADING IN
FRAGRANCES ACROSS ALL PRICE POINTS



BUILDING LASTING FRAGRANCE FRANCHISES

BURBERRY GODDESS FRANCHISE

+17% Y/Y

GROWTH IN LFL SALES



BUILDING LASTING FRAGRANCE FRANCHISES

GUCCI FLORA ORCHID

PROPELLING FLORA FRANCHISE TO

TOP 10



MARC JACOBS DAISY WILD

TOP 3

FEMALE LAUNCH



LAUNCH OF BOSS BOTTLED ABSOLU DRIVING

HUGO BOSS LFL SALES

+DD% Y/Y

GROWTH IN LFL SALES



ULTRA PREMIUM FRAGRANCES

+17% Y/Y

GROWTH IN LFL SALES



MASS FRAGRANCES SALES GREW

+15% IN FY24 AND >20% IN 1Q25



UNLOCKING MASS FRAGRANCE OPPORTUNITY

ADIDAS VIBES

FUELING 1.5X INCREASE IN ADIDAS FRAGRANCE SALES



UNLOCKING MASS FRAGRANCE OPPORTUNITY

LE GER FRAGRANCE

#1 SKU

IN GERMAN
MASS FRAGRANCE MARKET



UNLOCKING MASS FRAGRANCE OPPORTUNITY

CHANSON D'EAU FRAGRANCE

WINNING IN BOTH DEVELOPED AND EMERGING MARKETS



2

FUELING COSMETICS BRANDS THROUGH ADVOCACY AND AGILE INNOVATION

RIMMEL
STEP-CHANGING SOCIAL MEDIA IMPACT & MARKET SHARE

EMV

+40% YOY

#4 RANK

OMNICHANNEL MARKET SHARE

STABLE

L3M



EMV rankings are tracked within our competitive set. Source: Traacker.

COVERGIRL
STEP-CHANGING SOCIAL MEDIA & MARKET SHARE

EMV

+80% YOY

#5 RANK

OMNICHANNEL MARKET SHARE

STABLE

L3M



EMV rankings are tracked within our competitive set. Source: Traacker.
Market share source: CC Mass NIQ xAOC + Amazon 1P.Period ending 9/29/24.

COVERGIRL OUTPERFORMS OTHER LEGACY BRANDS IN THE US



Market share source: CC Mass NIQ xAOC + Amazon 1P.Period ending 9/29/24.

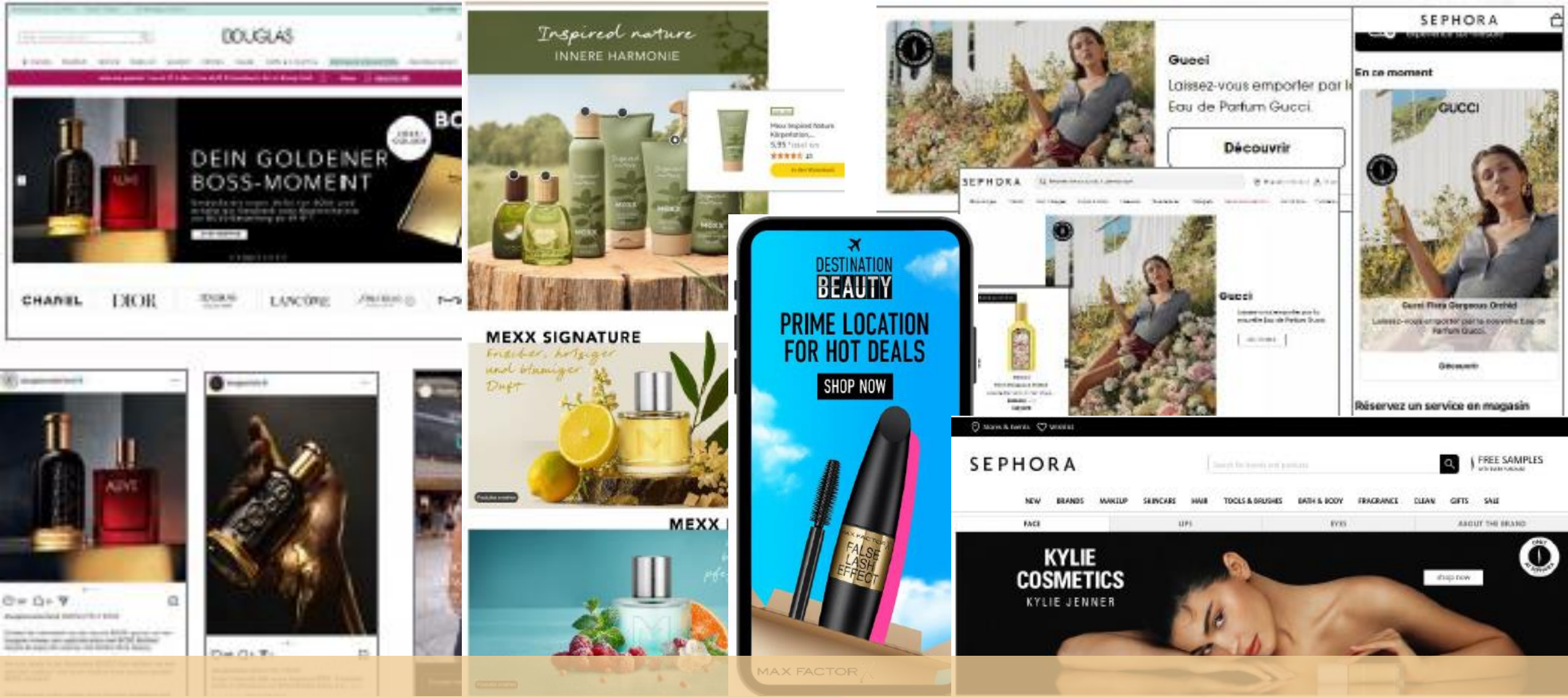
NEXT STEP: ACTIVATING AGILE INNOVATION MODEL





3

CAPTURING SIGNIFICANT GROWTH OPPORTUNITIES



STRONG **E-COM SHARE GAINS** IN PRESTIGE & CONSUMER BEAUTY

E -com penetration and contribution based on countries where e -com info is available covering approx. 86% of total Coty.
Sources: Circana (Prestige) and Nielsen (CB) August 2024. Additionally, the data includes estimated data for Brick and Click sales, which is subject to change.

REINVIGORATING LANCASTER ACROSS EUROPE



DD%

Sales growth in Europe

5x

Growth in Europe EMV


LA MAISON
ORVEDA NYC

EXPANDING IN GROWTH ENGINE MARKETS



~21%
of Coty's sales

+15%
LFL in 1Q25

LFL results for 1Q25 included a contribution from the Argentina hyperinflationary environment of 5% for growth engine markets.



4

REACHING KEY
ESG MILESTONES

BEAUTY *that* LASTS

AT A GLANCE

PLANET

Energy

100%
renewable electricity powering our factories & distribution centers*
*with the purchase of Energy Attribute Certificates

Climate & Waste

82%
reduction in Scope 1 & 2 emissions vs. 50% goal and 85% waste recycled*
*from our factories & distribution centers

Climate

65%
reduction in air freight emissions vs. baseline
*Due to a decrease in volume and optimized logistics.

Nature

25% water
withdrawal by 2030 - new target

PRODUCT

Packaging

ELLEN MACARTHUR FOUNDATION Member

New 60%
target to reduce virgin plastic by 2030 and membership to Ellen MacArthur Foundation

Packaging

Refills
for color cosmetics, fragrances and body care

Formula

100%
carbon captured alcohol used to manufacture the full Infiniment Coty Paris collection

Responsible Sourcing

100% RSPO
sourced palm oil for our production sites
*96% RSPO Mass Balance and 4% Independent Smallholders Credits

PEOPLE

DE&I

75%
of our Executive Committee and 50% of our Board and wider leaders are women

DE&I

Majority
of named Coty patent inventors are women

DE&I

Gender-neutral
parental leave offered globally

DE&I

> 9,000
signatories joining our petition to #UndefineBeauty


TRANSITION YEAR IN FY25,
WITH GROWTH ACCELERATION
INTO FY26 & BEYOND

COTY



ONE OF THE MOST COMPELLING INVESTMENT OPPORTUNITIES IN BEAUTY

APPENDIX

ADJUSTED EPS DELIVERY

	Q1
ADJUSTED EBITDA	360
DEPRECIATION	(57)
NET INTEREST	(62)
INCOME TAX	57
OTHER	(53)
ADJ PREFERRED DIVIDEND	(3)
DILUTED SHARE COUNT	899M
DILUTED ADJUSTED EPS *	0.15
DILUTED ADJ EPS EXCL. EQUITY SWAP	0.18

* Diluted adjusted EPS calculated under the "if-converted" method for the Convertible Preferred Stock Figures may not foot due to rounding

DISCLAIMER

Forward-Looking Statements

Certain statements in this presentation are forward-looking statements. These forward-looking statements reflect Coty's current views with respect to, among other things, strategic planning, targets and outlook for future reporting periods (including the extent, timing and concentration of revenue, expense and profit trends, gross margin trends, changes in operating cash flows and cash flows from operating activities and investing activities, expected drivers of sales and/or profitability in future periods, volume and mix trends, savings targets, expected future tax rates, the impact of currency exchange rate volatility, expectations for inflation and the impact of inflationary pressures, and the expected timing and impact of pricing and other measures to offset inflationary pressures), Coty's future operations and strategy (including the expected implementation and related impact of its strategic priorities), allocation and amount of advertising and consumer promotion costs, expected impact of social media advocacy strategy, expected shelf space, restocking and sell-in and sell-out trends, plans with respect to research and development and innovation pipeline, allocation, amount and timing of research and development investments and expected impact thereof, allocation and amount of investments in growth capabilities and teams (including skincare, digital and DTC) and expected impact thereof, plans for growth in growth engine markets, channels and other white spaces, licenses and portfolio changes, product launches and relaunches or rebranding (including their expected timing and impact), ongoing and future cost efficiency, optimization and restructuring initiatives and programs and related savings targets, strategic transactions (including their expected timing and impact), and synergies, savings, performance, cost, timing and integration of acquisitions and investments, plans with respect to opportunities to leverage assets including through public offerings, expectations and/or plans with respect to joint ventures (including Wella, any potential future, full or partial, divestiture, and the timing and size of any such divestiture, related distribution or return of capital or other use of proceeds), Coty's capital allocation strategy and payment of dividends (including suspension of dividend payments and the duration thereof, and any plans to resume cash dividends on common stock or continue to pay dividends in cash on preferred stock), future share repurchases and costs thereof and timing and amount of expected future outstanding share count reductions, future cash flows, liquidity and borrowing capacity (including any debt refinancing or deleveraging activities), timing and size of cash outflows and debt deleveraging, the timing and extent of any future impairments, synergies, savings, impact, cost, timing and implementation of Coty's ongoing transformation agenda (including operational execution and simplification initiatives, cost reductions, savings plans and supply chain changes), expected impact, cost, timing and implementation of e-commerce and digital initiatives, expected impact, cost, timing and implementation of sustainability initiatives (including progress, plans and goals and its ability to achieve its targets), the wind down of Coty's operations in Russia (including timing and expected impact), the expected impact of geopolitical risks including the ongoing war in Ukraine and/or the armed conflict in the Middle East, as well as changing tariff scenarios, on our business operations, sales outlook and strategy, the expected impact of global supply chain challenges and/or inflationary pressures (including as a result of the war in Ukraine and/or armed conflict in the Middle East) and expectations regarding future service levels (including expectations of impacts from the Red Sea conflict), inventory levels and excess & obsolescence trends, expectations regarding economic recovery in Asia, consumer purchasing trends and the related impact on our plans for growth in China), the priorities of senior management, and Coty's ability to support its planned business operations in the near-term and long-term basis. These forward-looking statements are generally identified by words or phrases, such as "anticipate", "are going to", "estimate", "plan", "project", "expect", "believe", "intend", "foresee", "forecast", "will", "may", "should", "outlook", "continue", "temporary", "target", "aim", "potential", "goal" and similar words or phrases. These statements are based on certain assumptions and estimates that we consider reasonable but are subject to a number of risks and uncertainties, many of which are beyond the control of Coty, which could cause actual results to differ materially from such statements. Such risks and uncertainties are identified in the periodic reports Coty has filed and may file with the Securities and Exchange Commission (the "SEC") including, but not limited to: Coty's ability successfully implement its multi-year strategic transformation agenda and to develop and achieve its global business strategies and strategic priorities, compete effectively in the beauty industry and achieve the benefits contemplated by its strategic initiatives within the expected time frame or at all; the timing, costs and impacts of future divestitures (and the amount and use of proceeds from any such transactions); the integration of acquisitions with Coty's business, operations, systems, financial data and culture and the ability to realize synergies, avoid future supply chain and other business disruptions, reduce costs and realize other potential efficiencies and benefits (including through its restructuring initiatives) at the levels and at the costs and within the time frames contemplated or at all; disruptions in the availability and distribution of raw materials and components needed to manufacture Coty's products or disruptions in the international flow of goods (including risks related to tariffs); managerial, operational, regulatory, legal and financial risks, including diversion of management attention to and management of cash flows, expenses and costs associated with multiple ongoing and future strategic initiatives, internal reorganizations and restructuring activities, including its strategic transformation agenda; any unanticipated problems, liabilities or integration or other challenges associated with a past or future acquired business, joint ventures or strategic partnerships which could result in increased risk or new, unanticipated or unknown liabilities, including with respect to environmental, competition and other regulatory, compliance or legal matters and litigation or investigations by governmental authorities; currency exchange rate volatility and currency devaluation and/or inflation; changes in the demand for Coty's products due to declining or depressed global or regional economic conditions, and declines in consumer confidence or spending; global political and/or economic uncertainties, disruptions or major regulatory or policy changes (including related to taxation) and/or the enforcement thereof that affect Coty's business, financial performance, operations or products, including the impact of the war in Ukraine and/or armed conflict in the Middle East and any related escalation or expansion thereof (including the Red Sea conflict); Coty's ability to retain and attract key personnel; Coty's ability to adapt its business to address climate change concerns and to respond to increasing governmental and regulatory measures relating to ESG matters; and the impact of senior management transitions and organizational structure changes.

The foregoing review of important factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included elsewhere. More information about potential risks and uncertainties that could affect Coty's business and financial results is included under "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in Coty's Annual Report on Form 10-K for the year ended June 30, 2024 and other periodic reports Coty has filed and may file with the SEC from time to time. Any forward-looking statements made in this presentation are qualified in their entirety by these cautionary statements. All forward-looking statements are made only as of the date of this presentation, and, Coty undertakes no obligation, other than as may be required by applicable law, update or revise any forward-looking or cautionary statements to reflect changes in assumptions, the occurrence of events, unanticipated or otherwise, or changes in future operating results over time or otherwise.

Non-GAAP Financial Measures

In this presentation, Coty presents certain non-GAAP financial measures that we believe enable management and investors to analyze and compare the underlying business results from period to period, including constant currency, organic like-for-like (LFL) and adjusted metrics, adjusted operating income, adjusted operating income margin, adjusted gross margin, as well as adjusted earnings before interest, taxes, depreciation and amortization ("adjusted EBITDA"), adjusted EBITDA margin, adjusted EPS, net debt or financial net debt, economic net debt, free cash flow and immediate liquidity. Constant currency information compares results between periods as if exchange rates had remained constant period-over-period, with the current period's results calculated at the prior-year period's rates. The term "like-for-like" describes the Coty's core operating performance, excluding the financial impact of (i) acquired brands or businesses in the current year period until Coty has twelve months of comparable financial results, (ii) divested brands or businesses or early terminated brands , generally, in the prior year non-comparable periods, to maintain comparable financial results with the current fiscal year period and (iii) foreign currency exchange translations to the extent applicable. Adjusted metrics exclude nonrecurring items, purchase price accounting-related amortization, acquisition-related costs, restructuring costs, stock-based compensation, costs related to market exit, loss on early extinguishment of debt, asset impairment charges, and certain other information as noted within this presentation. Free cash flow is defined as net cash provided by operating activities, less capital expenditures, "net debt" or "financial net debt" is defined as total debt less cash and cash equivalents, and "economic net debt" is defined as total debt less cash and cash equivalents less the value of the Wella Stake. "Adjusted operating income margin" and "adjusted EBITDA margin" are calculated by dividing Adjusted operating income and Adjusted EBITDA, respectively, by net revenues. These non-GAAP financial measures should not be considered in isolation, or as a substitute for, or superior to, financial measures calculated in accordance with GAAP. To the extent that Coty provides guidance, it does so only on a non-GAAP basis and does not provide reconciliations of such forward-looking non-GAAP measures to GAAP due to the inherent difficulty in forecasting and quantifying certain amounts that are necessary for such reconciliation, including adjustments that could be made for restructuring, integration and acquisition-related expenses, amortization expenses, adjustments to inventory, and other charges reflected in our reconciliation of historic numbers, the amount of which, based on historical experience, could be significant. Reconciliation of these non-GAAP financial measures to the nearest comparable GAAP financial measures are contained in the press release attached as Exhibit 99.1 to the Form 8-K filed with the SEC on November 6, 2024.

Outlook Information

In this presentation, Coty presents outlook information as of November 6, 2024.

CAUTIONARY NOTE REGARDING SUSTAINABILITY INFORMATION

This presentation includes information from our Beauty that Lasts Sustainability Report about our social impact and sustainability goals, targets, initiatives, commitments, and activities. These efforts involve certain risks and uncertainties, such as changes in our business (e.g., acquisitions, divestitures, or new manufacturing or distribution locations), the standards by which achievement is measured, the assumptions underlying a particular goal or matter, and our ability to accurately report particular information. Actual results could differ materially from our stated goals or the results we expect. Changing circumstances, including evolving expectations for social impact and sustainability generally or to specific focus areas or changes in standards or the way progress or achievement is measured, may lead to adjustments in, or the discontinuation of, our pursuit of, certain goals, commitments, or initiatives. Moreover, the standards by which social impact and sustainability efforts and related matters are measured are developing and evolving, and certain areas are based on assumptions. The standards and assumptions could change over time. The selection by management of alternative acceptable measurements could have resulted in materially different amounts or sustainability metrics reported by the Company. In addition, statements made about our company, business, or efforts may not apply to all business units (e.g., ones that were more recently acquired) or joint ventures and strategic partnerships.

Our disclosure concerning these matters, including our Beauty that Lasts Sustainability Report and other disclosures on these topics, may use certain terms that third parties refer to as "material" in connection with certain social impact and sustainability matters. Used in the context of our disclosure and our Beauty that Lasts Sustainability Report, however, these terms are distinct from, and should not be confused with, the terms "material" and "materiality" as defined by, or construed in accordance with, securities or other laws and regulations. Therefore, matters considered to be material for purposes of our Beauty that Lasts Sustainability Report may not be considered material in the context of our financial statements, reports with the U.S. Securities and Exchange Commission ("SEC"), or our other public statements, and the inclusion of information on our website or in our Beauty that Lasts Sustainability Report is not an indication that such information is necessarily material to the Company in those contexts.

Our disclosure concerning these matters, including our Beauty that Lasts Sustainability Report, includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our social impact and sustainability goals, targets, initiatives, commitments, and activities, as well as our future operations and long-term strategy. Although we believe that our expectations are based on reasonable assumptions within the bounds of our knowledge of our business and operations, we cannot assure that actual results or outcomes will not differ materially from any future results or outcomes expressed or implied by such forward-looking statements relating to sustainability. Forward-looking statements relating to sustainability include all statements that do not relate solely to historical or current facts and involve a number of known and unknown risks, uncertainties, and other important factors such as those described under the heading "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our Annual Report on Form 10-K and other periodic reports we have filed and may file with the SEC from time to time.

These forward-looking statements relating to sustainability are made only as of the date of this document, and we do not undertake any obligation, other than as may be required by applicable law, to update or revise any forward-looking or cautionary statements to reflect changes in assumptions, the occurrence of events, unanticipated or otherwise, or changes in future operating results over time or otherwise. In addition, we assume no responsibility to update the information contained on our website or in our Beauty that Lasts Sustainability Report or to continue to report any information.