INVESTORS CONFERENCE

BANK OF AMERICA - NOVEMBER 30, 2020

COTY

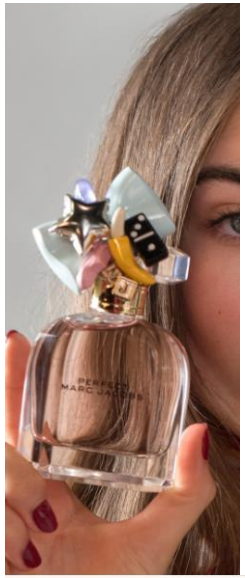
A STRONGER COTY EMERGING

COTY



CLEAR FOCUS AREAS

COTY IS MOVING FORWARD

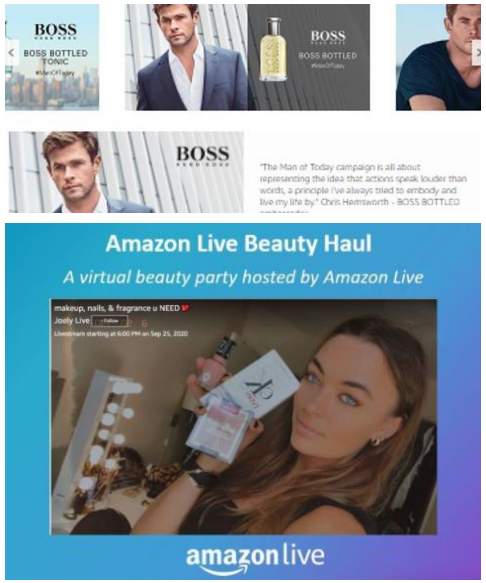




DELIVERING STRONG, CONSUMER-RELEVANT INNOVATION



REINFORCING POSITIONS IN CORE MARKETS



DRIVING E-COMMERCE MOMENTUM



LEVERAGING SKINCARE POTENTIAL



EXPANDING PRESENCE IN CHINA

WELLA PARTNERSHIP WITH KKR

- Agreement announced on June 1, 2020
- **KKR to own 60%** of Wella Company and **Coty to own the remaining 40%**
- Partnership to further **strengthen our liquidity** and **financial structure**
- Coty to focus on a simplified portfolio with **fragrances**, **skincare** and **make-up** categories



ALL DATA ONGOING COTY ONLY

STRONG PLATFORM

CONCENTRATED PORTFOLIO WITH TOP 10 BRANDS ACCOUNTING FOR 2/3 OF TOTAL REVENUE

Strong Position in Key Markets



#1 in fragrances



#3 in color cosmetics



#2 in mass cosmetics, #2 in Prestige Fragrances



#1 in mass cosmetics, #2 in Prestige Fragrances



#3 in mass cosmetics, #1 in Prestige Fragrances

Leading Brands

GUCCI

COVERGIRL

BOSS HUGO BOSS

Sally Hansen

CALVIN KLEIN

RIMMEL LONDON

BURBERRY LONDON ENGLAND

MAX FACTOR

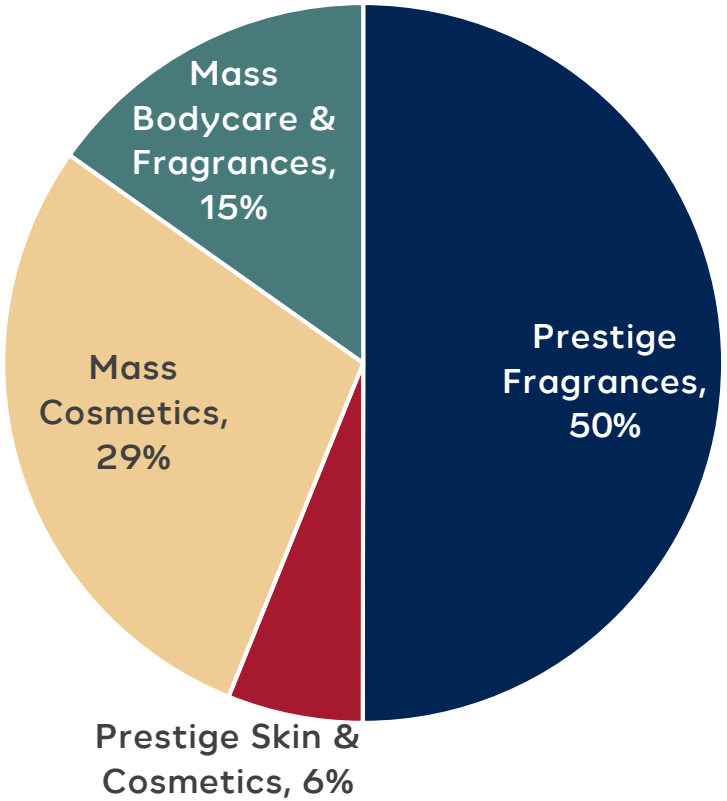
KYLIE KYLIE JENNER

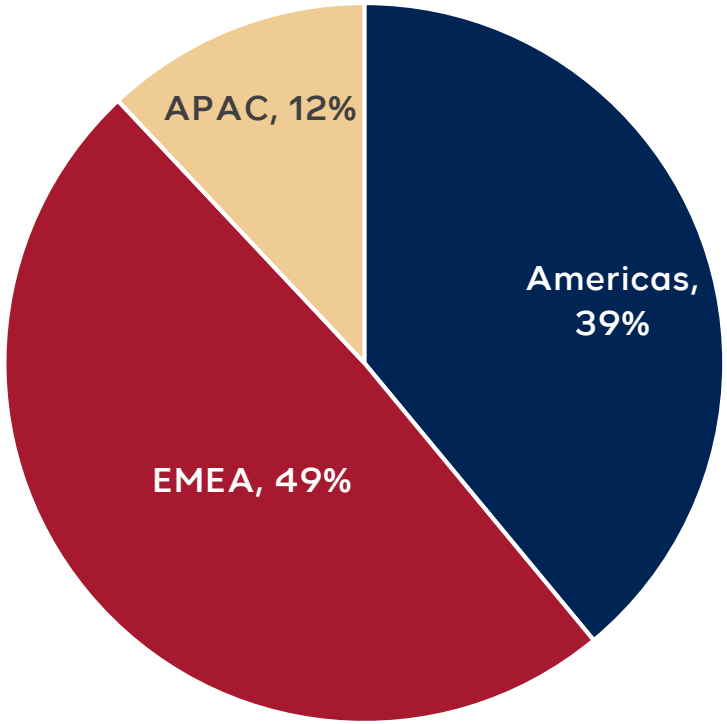
adidas

LEAN AND FOCUSED COTY

REGION AND CATEGORIES NET REVENUES FY20

Continuing Operations
Net Revenues
FY19 $6.3bn | FY20 $4.7bn
FY21 Q1 $1.1bn





Continuing Operations Adjusted EBITDA
FY19 $819m | FY20 $174m
FY21 Q1 $161m

WORLD-CLASS LEADERSHIP TEAM



Sue Y. Nabi
Chief Executive Officer
- Founder of luxury skincare brand Orveda
- 20-year career at L'Oréal, includes running L'Oréal Paris and Lancôme Brands



Pierre-Andre Terisse
Chief Operating & Financial Officer
- 30 years of public company finance experience
- 7 years as Group CFO at Danone



Kristin Blazewicz
Chief Legal Officer & General Council
- Previously responsible for SEC filings, corporate governance, and M&A at Keurig Dr Pepper



Gordon von Bretten
Chief Transformation Officer
- 25 years of creating value and performance enhancement
- 5 years as operating partner at KKR Capstone



Anna von Bayern
Chief Corporate Affairs Officer
- Former Political Journalist at Bild
- Member of federal press conference and founding anchor of Germany's first digital political talk show



Simona Cattaneo
President, Luxury Brands
- Previously Chief Marketing Officer of Coty
- Prior experience includes Christian Dior Beauty and L'Oréal



Isabelle Bonfanti
Chief Commercial Officer, Luxury
- 30 years in brand development and transformation
- 17 years at L'Oréal Luxury



Jean-Denis Mariani
Chief Digital Officer
- Former Chief Digital Officer and Executive Committee member at Guerlain



Anne Jaeckin
Chief Human Resources Officer
- Previously led HR for Supply Chain and then Coty's Turnaround agenda



Richard Jones
Chief Supply Officer
- Former Chief Supply Chain Officer and Executive Committee member at Keurig
- 18 years at L'Oréal



Laurent Mercier
Deputy Chief Financial Officer
- Former CFO of Coty Luxury for 4 years
- Former CFO at Evian Volvic Germany as well as Danone Dairy Asia, Middle East, and Africa

OWNERSHIP STRUCTURE

WELL RECOGNIZED LONG-TERM SHAREHOLDERS

- **Two large, long-term oriented shareholders** with a combined ownership of ~65% on an as-converted basis

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- **JAB (~50% ownership on an as-converted basis)** with 4 board seats. Represented by:
  - Peter Harf
  - Olivier Goudet
  - Justine Tan
  - Joachim Creus

- **KKR* (~15% ownership on an as-converted basis)** with two board seats. Represented by:
  - Johannes Huth
  - Nancy Ford



* On an as-converted basis following the completion of the transaction with Peter Harf

ALL DATA ONGOING COTY ONLY

FINANCIAL OVERVIEW

COTY



A STRONGER COTY EMERGING IN Q1

Q1 RESULTS ABOVE EXPECTATIONS

Market trends and Coty sales improved in all regions and across prestige and mass businesses

STRONG PROFIT AND CASH DELIVERY

Fixed cost program, tight CAPEX and one-off cost control

STRONG IMPROVEMENT OF CAPITAL STRUCTURE

Sizeable deleveraging to follow Wella transaction closing

PROGRESSING OUR KEY PRIORITIES

Key launches, strengthened position in core markets, e-com, DTC, Skincare, China

OUR MOST RECENT FINANCIAL METRICS

FY21 Q1

NET REVENUE (LFL)

TOTAL COTY (RemainCo)	AMERICAS	EMEA	ASIA PACIFIC
-19%*	-3.7%	-21.6%	-35.2%



* -14% Excluding Travel Retail

PROFITABILITY

GROSS MARGIN	ADVERTISING & CONSUMER PROMOTIONS SPEND	CONTROLLABLE FIXED COSTS	OPERATING INCOME







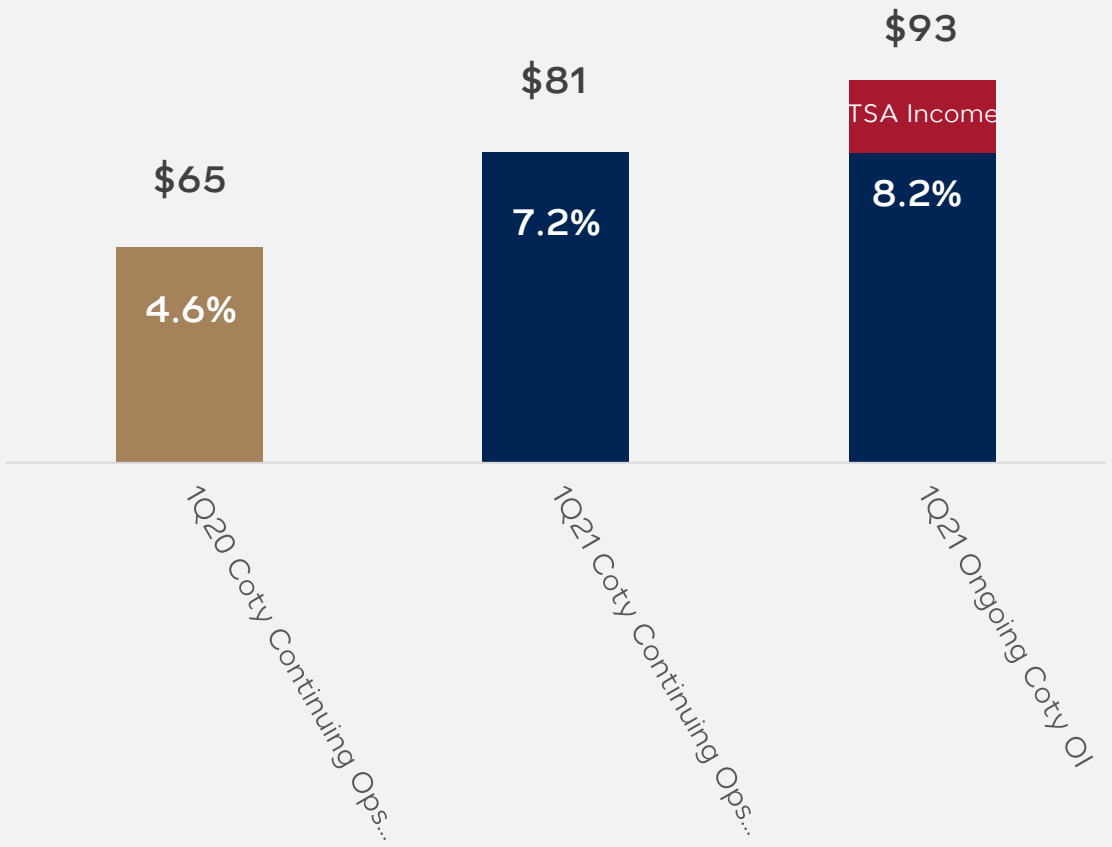


VERY SOLID PROFIT

FY21 Q1

PROFIT

- Gross margin of **58.6% inline with FY20 average**
- 1Q21 Adj operating income of $81M for Continuing Ops or $93M for **Ongoing Coty**, inclusive of Wella cost recovery income
- **24% profit growth YoY** despite stranded costs supported by combination of:
  - ➢ Very **focused Marketing investment**
  - ➢ Robust **Fixed Cost reduction**



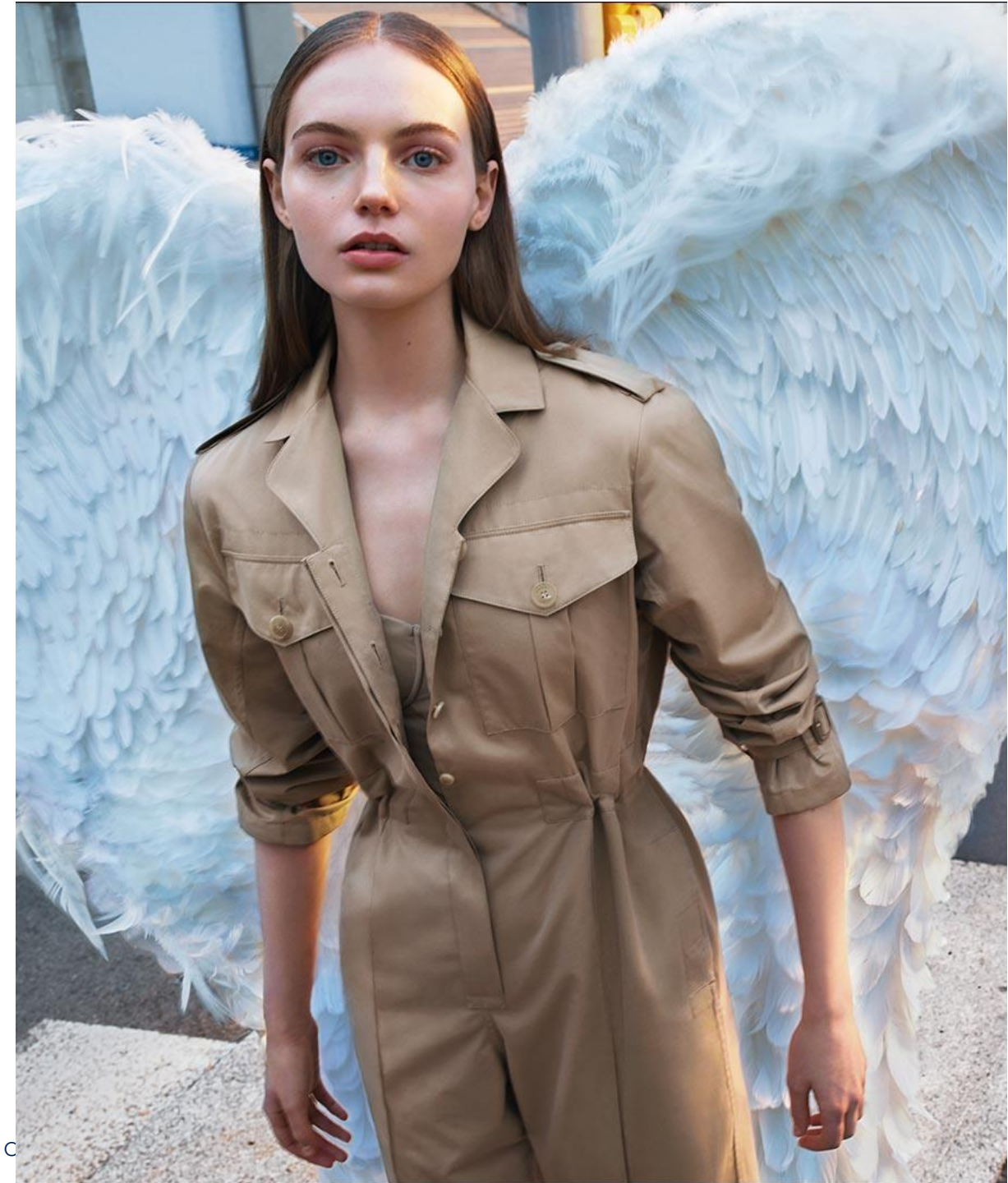
$600M FIXED COST REDUCTIONS

DELIVERY ON TRACK

- In 1Q21, Fixed Costs decreased -**17% YoY,** accelerating vs. previous quarter

- Achieved approx. $80M of savings in Q1 from **headcount reduction** and significant **savings in business services**

- On track to reduce fixed costs by **more than $200M** in FY21 and **$600M by end of FY23,** with several workstreams already locked-in for FY21



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BETTER THAN EXPECTED FREE CASH-FLOW

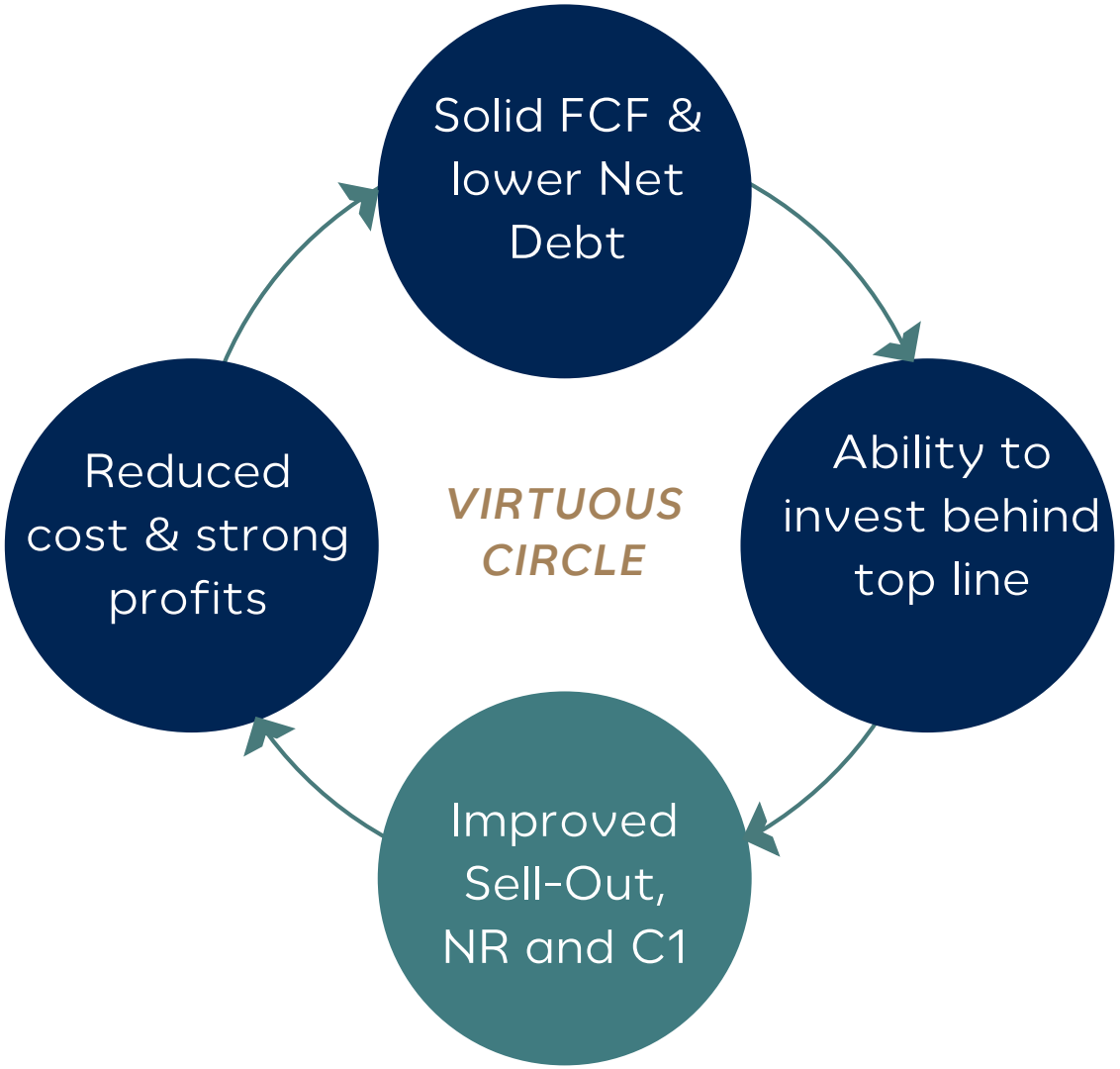
FY21 Q1 TOTAL COTY

$ Millions

Adjusted EBITDA *(Total Coty)*	**307**
Working Capital / One-offs	(236)
Capex	(71)
Interest/Tax	(28)
FREE CASH FLOW	**(28)**
NET DEBT	**7,864**
WELLA expected Net Proceeds	2,500

- **SOLID FREE CASH FLOW**
  - Strong Operating Income and EBITDA
  - Tight management of Capex and One-off costs
  - Overdue reduction and working capital under control
  - Negative Working Capital in 1Q driven primarily by lower Trade AR due to Covid-19
- **NET DEBT**
  - $250M from convertible gross proceeds issued to KKR as second and last tranche
  - Unfavourable FX of ~$200M
  - Net debt stable vs. previous quarter

…STARTING A VIRTUOUS CIRCLE





WELLA PROCEEDS

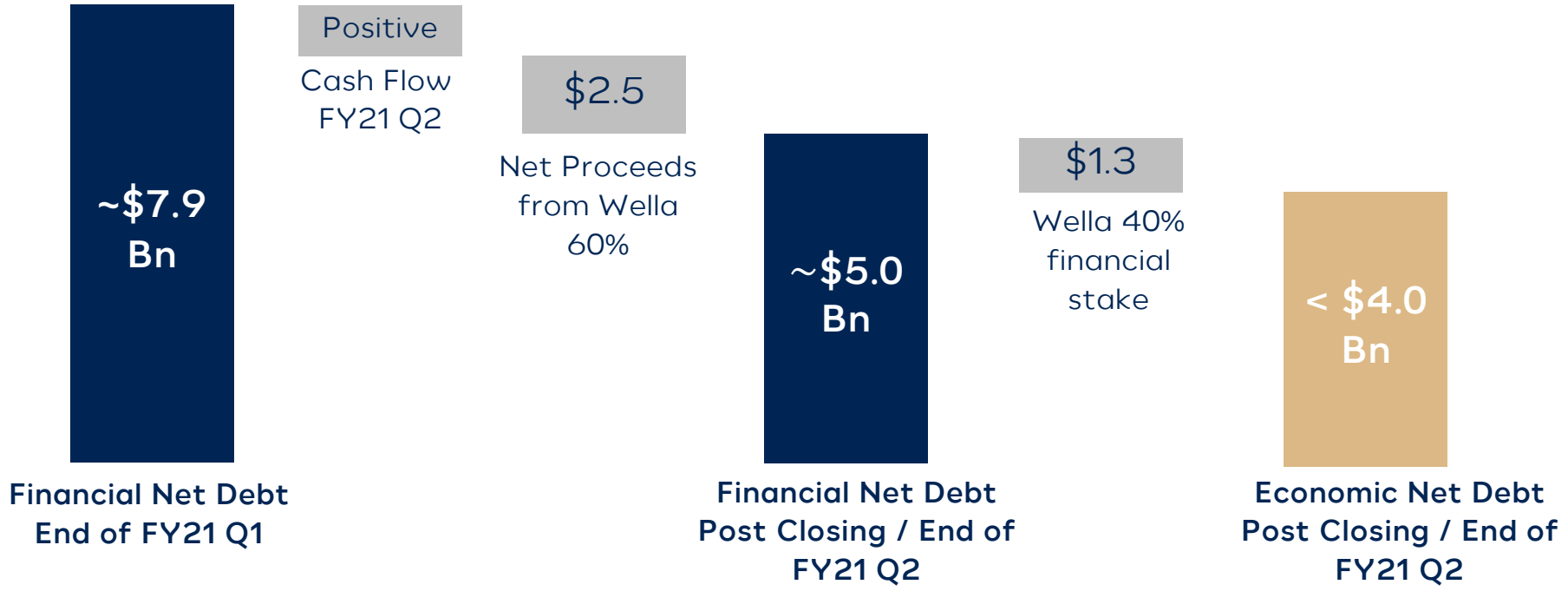
$ Billions

Total Consideration	**~3.0**
WELLA expected Net Proceeds	~2.5
To Repay TLA/TLB	~2.0
To Repay RCF	~0.5

- Total Consideration includes funds which will be used for estimated taxes and transaction costs
- $2.0bn to be allocated to the repayment of Term Loans A&B on a pro-rata basis
- $0.5bn for investments will temporally be used to repay RCF

SUBSTANTIVELY IMPROVED CAPITAL STRUCTURE

POST WELLA CLOSING



WELLA CLOSING BY END OF NOV 30, 2020

- Net Proceeds from disposal of 60% Wella **$2.5 Bn**
- Rapid deleveraging: Expect **Financial Net Debt to EBITDA ~5x by end of Calendar 21** (3.5x Economic Net Debt)
- **Medium Term Target: < 3x Financial Net Debt to EBITDA**

IMPROVED CAPITAL STRUCTURE

- 40% Financial stake in Wella
- **Debt maturity = 3 years and 5 years**
- Attractive debt conditions – **interest rate < 4%** - ~46% fixed
- 35% $ and 65% € blend

CREDIT RATING AGENCIES

CREDIT RATING AFFIRMED BY S&P – CREDIT MEASURES EXPECTED TO FURTHER IMPROVE

	S&P	Moody's
CFR	B-	Caa1
Secured Debt	B	B3
Unsecured Debt	B-	Caa3
Outlook	Negative	Negative

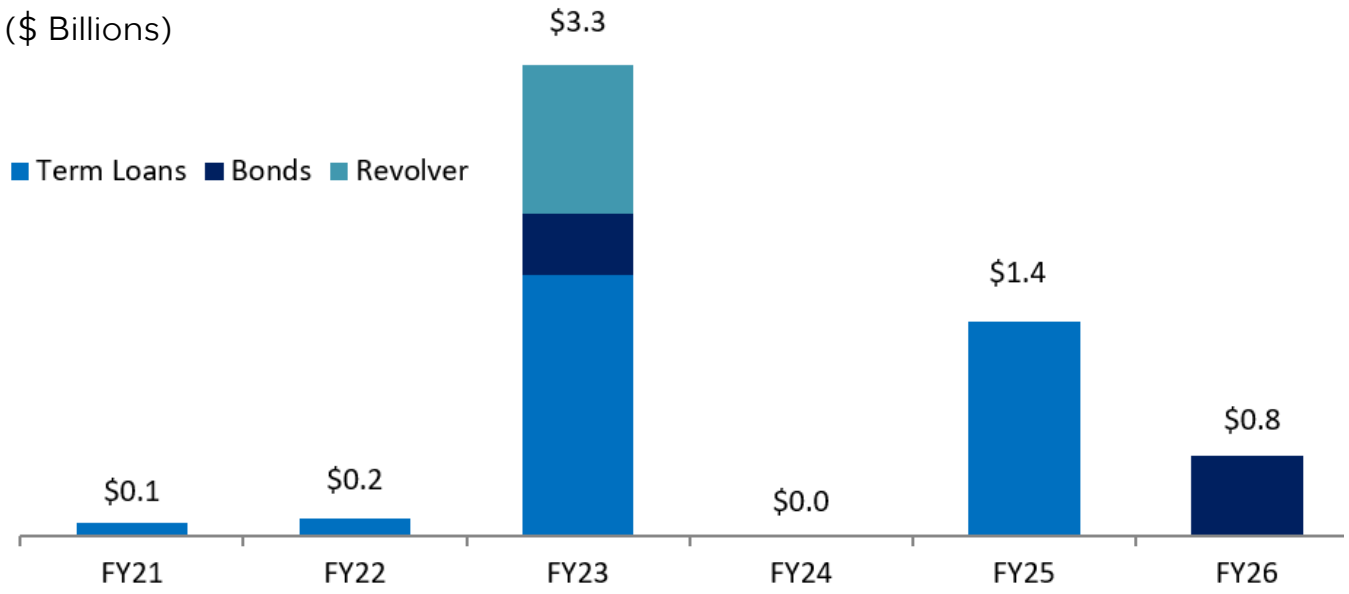
"The **rating affirmation** reflects our **assessment of Coty's liquidity as adequate**, and our forecast for **improving credit measures and positive free cash flow due to better sales trends, cost reductions, and debt repayment**. We are affirming the rating on Coty because we **expect credit measures to improve significantly in fiscal 2021** (ending June 30, 2021)."

(S&P | Nov 18, 2020)

PRO FORMA DEBT AFTER WELLA DIVESTITURE

DEBT MATURITIES ARE BALANCED AND WELL-PACED

Post Wella - total debt outstanding: **$5.9bn with weighted average life of 3.4 years**



- **No immediate debt maturities**
- No current plans to refinance in FY21 as the c**urrent interest rate environment are well above Coty's current WACD of 2.6-2.8%.**
- Unsecured Debt maturities in FY23 ($645M) and FY26 ($843M)
- **65% of Debt is EURO/35% is USD**
- Current Covenant Holiday expires March 2021. **Coty is positioned to be within compliance post Holiday period**

* Remaining amortization payments for FY21

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EUR FX spot rate of 1.1730 @ 9/30/2020

BALANCED DEBT STRUCTURE

PRO-FORMA IMPACT OF WELLA PROCEEDS EXCL. FY21 Q2 CASH-FLOW

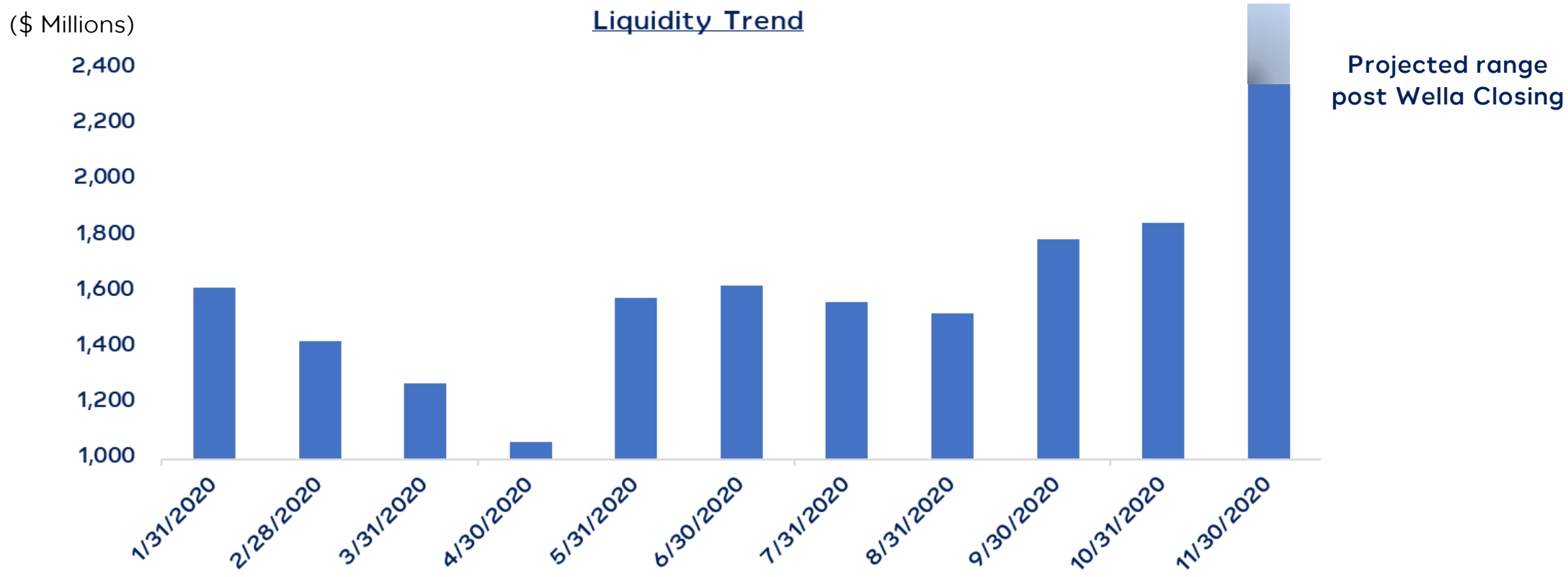
($ billions)	Outstanding at Sep 30, 2020	Wella Proceeds Debt Paydown	Post Wella Divestiture
Cash and Cash Equivalents	$0.5		$0.5
Short-Term Lines of Credit	*$0*		*$0.0*
Revolver: $2,750	*$1.6*	*($0.5)*	*$1.1*
Term Loan A: $ + €	*$3.0*	*($1.1)*	*$1.9*
Term Loan B: $ + €	*$2.3*	*($0.9)*	*$1.4*
New Sr. Unsecured Notes: $ + €	*$1.5*		*$1.5*
Total Debt	**$8.4**	**($2.5)**	**$5.9**
Financial Net Debt	**$7.9**		**$5.4**
Economic Net Debt		($1.3)	**$4.1**

Fixed / Floating Mix of Financial Net Debt		**Net Debt**
Fixed Rate Debt	***46%***	*$2.5*
Floating Rate Debt	***54%***	*$2.9*
Total Net Debt		$5.4
USD / EUR Mix of Gross Financial Debt		
USD	***35%***	*$2.1*
EUR	***65%***	*$3.8*
Total Gross Debt		$5.9

- **$2.0bn to be allocated to Term Loan A&B repayments** on a prorata basis
- **~$0.5bn** for investments will temporally be used **to repay RCF**
- **Balanced Fixed/Floating Net Debt Mix**
- **EUR/USD mix in line with Coty Cash Flow mix**

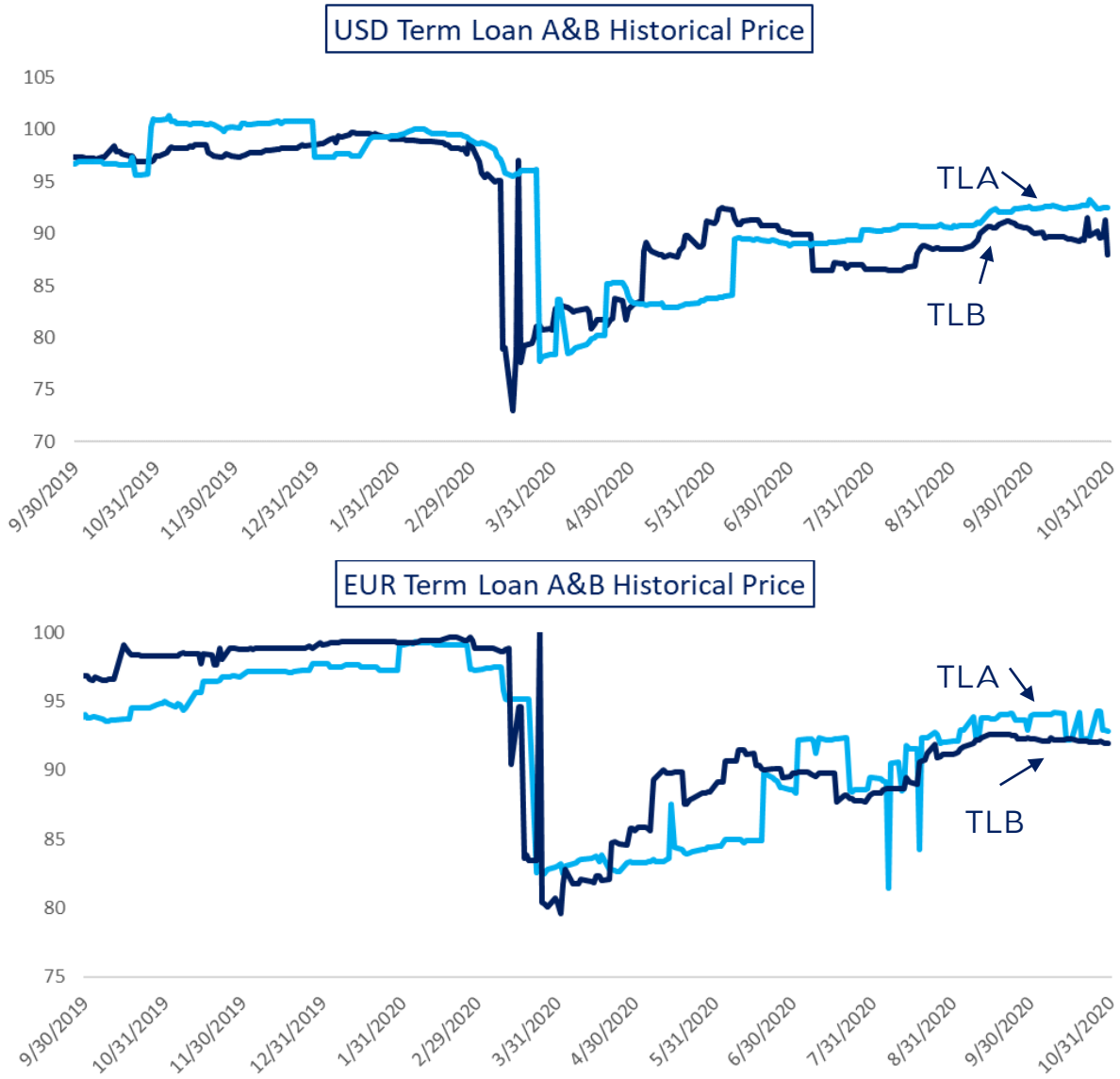
STRONG AND IMPROVING LIQUIDITY

WELL ABOVE MINIMUM LIQUIDITY COVENANT OF $350M



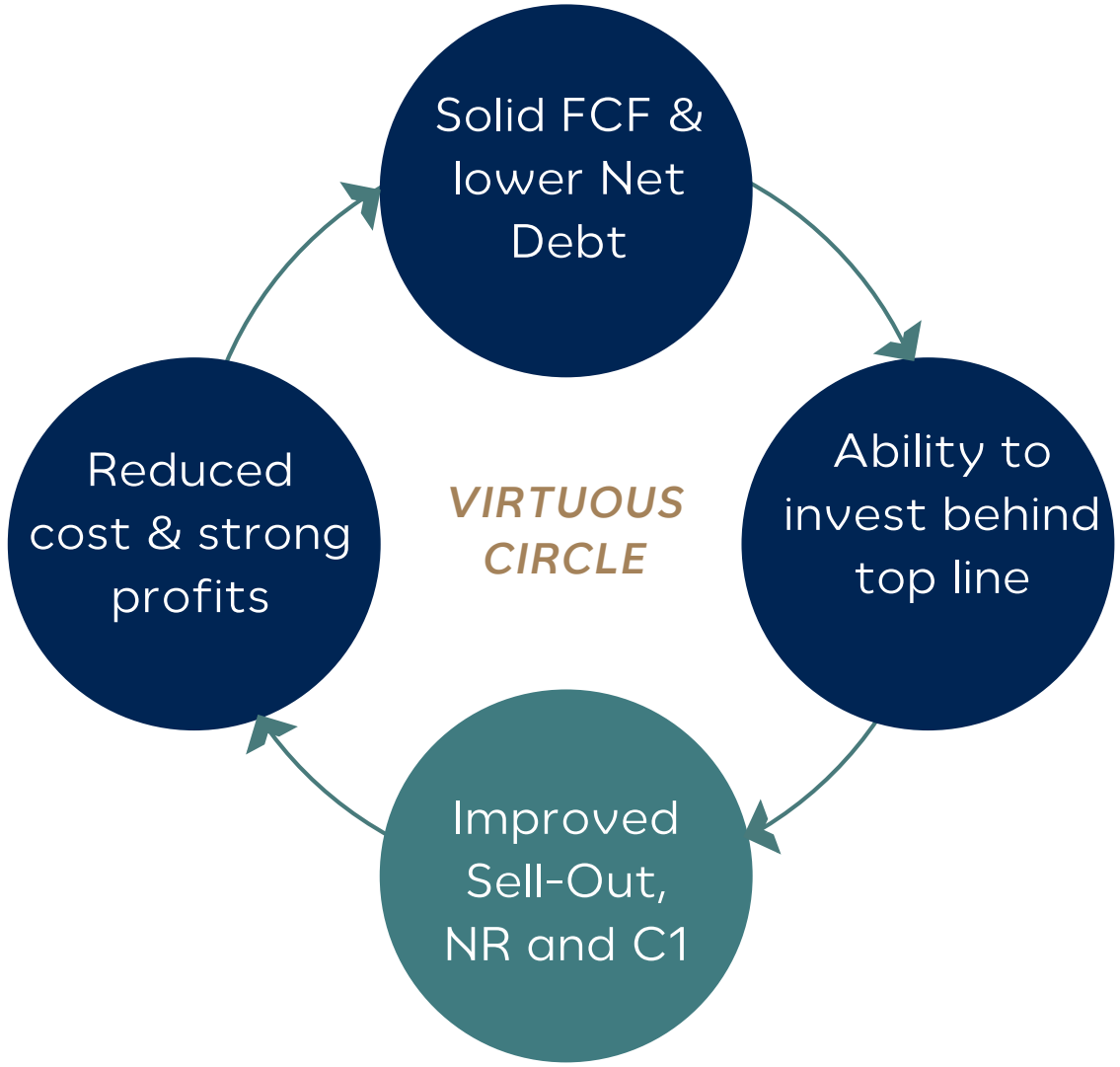
COTY DEBT TRADING LEVELS

PROGRESSIVE RECOVERY



- Coty's **Term Loan prices have rebounded since March 2020** signalling **investor confidence** in the company's outlook

STRONGER COTY EMERGING…
…STARTING A VIRTUOUS CYCLE





DISCLAIMER

Forward-Looking Statements

Certain statements in this presentation are forward-looking statements. These forward-looking statements reflect the Company's current views with respect to, among other things, the impact of COVID-19 and potential recovery scenarios, the Company's comprehensive transformation agenda (the "Transformation Plan"), strategic planning, targets, segment reporting and outlook for future reporting periods (including the extent and timing of revenue, expense and profit trends and changes in operating cash flows and cash flows from operating activities and investing activities), the sale of the Professional and Retail Hair business, including the Wella, Clairol, OPI and ghd brands (the "Wella Business") and and the investment by Rainbow UK Bidco Limited (("KKR Bidco") an affiliate of funds and/or separately managed accounts advised and/or managed by Kohlberg Kravis Roberts & Co. L.P. and its affiliates (collectively, "KKR")) in connection with the standalone business (the "Wella Transaction"), including timing of the closing of the Wella Transaction and the use of proceeds from the Wella Transaction, the Company's future operations and strategy including the expected implementation and related impact of its strategic priorities), ongoing and future cost efficiency and restructuring initiatives and programs, strategic transactions (including their expected timing and impact), the Company's capital allocation strategy and payment of dividends (including suspension of dividend payments and the duration thereof), investments, licenses and portfolio changes, synergies, savings, performance, cost, timing and integration of acquisitions, including the strategic partnership with Kylie Jenner and the announced pending transaction with Kim Kardashian West, future cash flows, liquidity and borrowing capacity, timing and size of cash outflows and debt deleveraging, the availability of local government funding or reimbursement programs in connection with COVID-19 (including expected timing and amounts), the timing and extent of any future impairments, and synergies, savings, impact, cost, timing and implementation of the Company's Transformation Plan, including operational and organizational structure changes, operational execution and simplification initiatives, fixed cost reductions, supply chain changes, e-commerce and digital initiatives, management changes, the priorities of senior management, and the Company'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 the Company, 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: the impact of COVID-19 (or future similar events), including demand for the Company's products, illness, quarantines, government actions, facility closures, store closures or other restrictions in connection with the COVID-19 pandemic, and the extent and duration thereof, related impact on the Company's ability to meet customer needs and on the ability of third parties on which the Company relies, including its suppliers, customers, contract manufacturers, distributors, contractors, commercial bank and joint-venture partners, to meet their obligations to the Company, in particular, collections from customers, the extent that government funding and reimbursement programs in connection with COVID-19 are available to the Company, and the ability to successfully implement measures to respond to such impacts, the Company's ability successfully implement its multi-year Transformation Plan 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 the Wella Transaction or other divestitures, and the amount and use of proceeds from any such transactions; the Company's ability to successfully implement the separation of the Wella Business; the integration of acquisitions with the Company'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, and managerial, integration, operational, regulatory, legal and financial risks, including diversion of management attention to and management of cash flows, expenses and costs associated with the Company's response to COVID-19 and multiple ongoing and future strategic initiatives (including the Wella Transaction and the separation of the Wella Business), internal reorganizations and restructuring activities, including the Transformation Plan, and the Company's ability to retain and attract key personnel 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 fiscal year ended June 30, 2020, 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, as well as adjusted earnings before interest, taxes, depreciation and amortization ("EBITDA"), 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 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 (which the Company referred to as "net debt" in prior reporting periods) 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. 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, 2020.

Financial Presentation

In this presentation, discussions of "Total Coty" results reflect the current full scope of Coty's revenues and costs; "Continuing Operations" results reflect Total Coty results less the revenues and direct costs of the soon-to-be-divested Wella business; "Ongoing Coty" results reflect Continuing Operations plus additional cost recoveries expected under the Wella transitional service agreement (the "Wella TSA") which the company believes better reflect the balance of costs for the ongoing business.

Outlook Information

In this presentation, Coty presents outlook information as of November 6, 2020.

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