



COTY 4Q FY20 EARNINGS

AUGUST 27, 2020

COTY

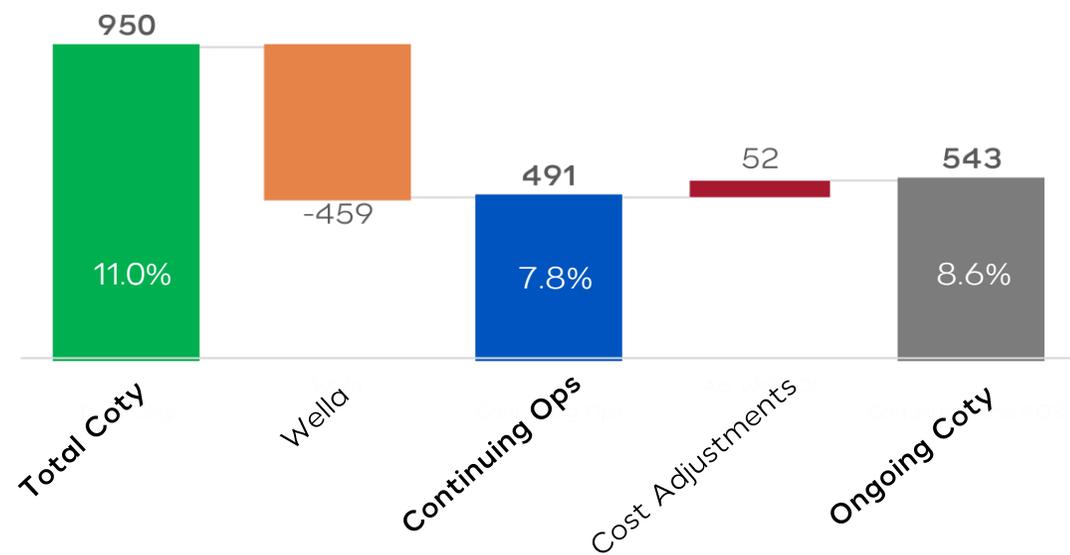
NEW COTY REMAINCO FINANCIAL REPORTING

- After signing the Wella divestiture agreement on June 1, US GAAP requires Coty to immediately transition to Continuing vs. Discontinued Operations financial reporting until transaction is completed (expected by end of CY20)
- Rules on classification of costs which can be allocated to the **Wella** divested business are very strict and do not reflect some offsetting measures, burdening the reported Coty **Continuing Operations** profitability
- Until the closing of the transaction, Coty will present "**Ongoing Coty**" profit to better reflect balance of costs

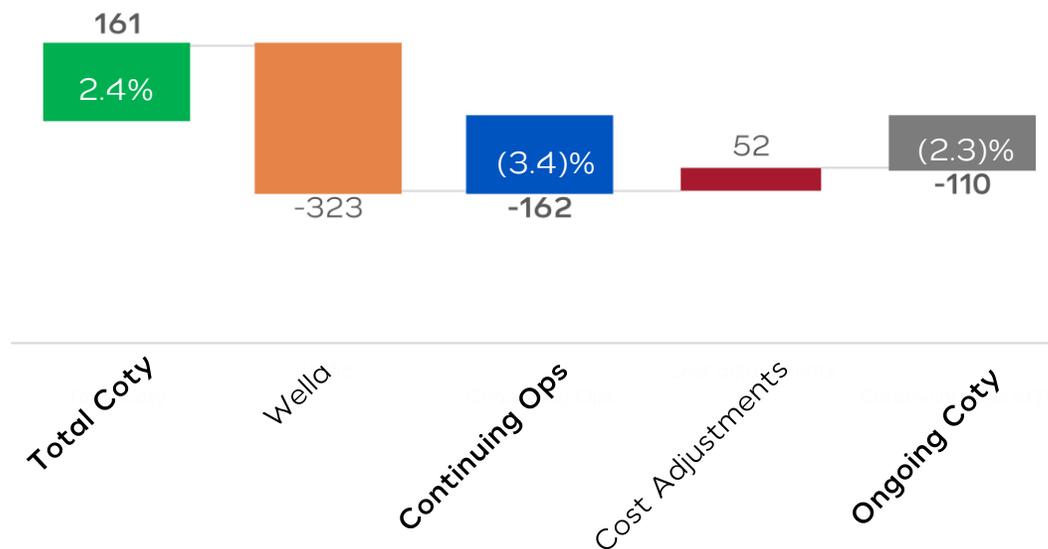


BRIDGING 'TOTAL COTY' TO 'ONGOING COTY'

FY19 Adjusted Operating Income (\$M)



FY20 Adjusted Operating Income (\$M)



EBITDA	Total Coty	Wella	Continuing Ops	Cost Adjustments	Ongoing Coty
\$1,329	\$950	-\$459	\$491	\$52	\$543
	\$534	-\$323	-\$162	\$52	-\$110
			\$174		\$226

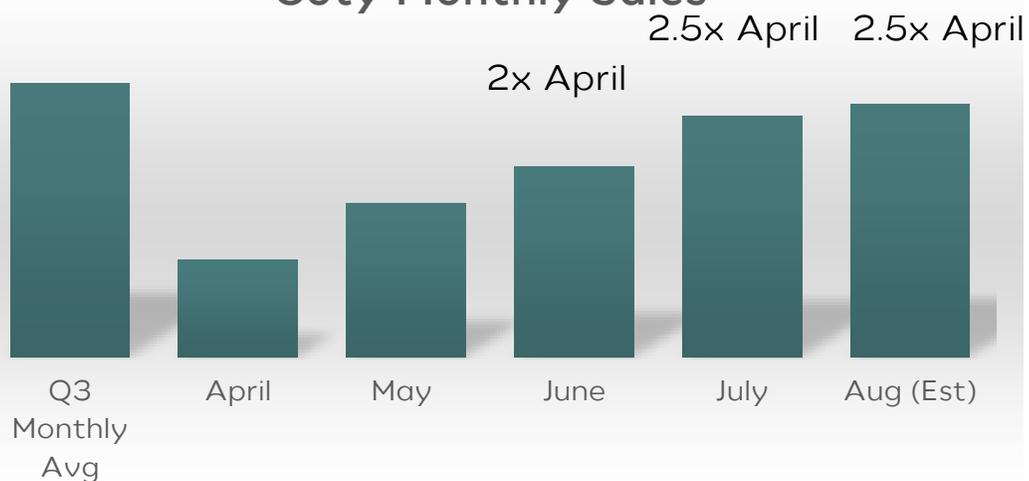
Q4 PRESSURED BY COVID; EXPECT RETURN TO PROFIT IN Q1

NET REVENUES (ONGOING COTY)

- Revenue trends steadily improving since April trough, with improvements in both Mass and Prestige

Q3 LFL		Q4 LFL	
Mass Brands	-17%	Mass Brands	-48%
Prestige Brands	-21%	Prestige Brands	-73%

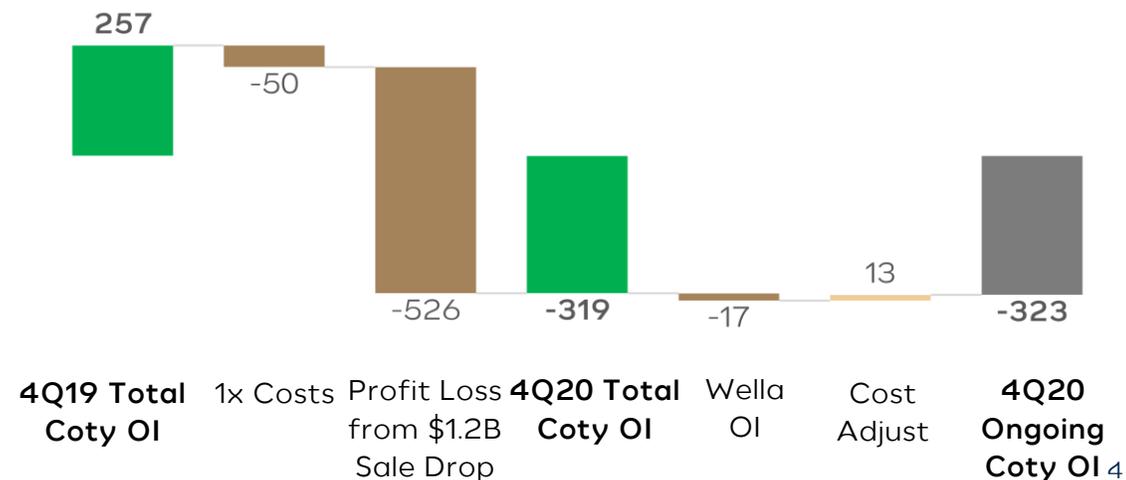
Coty Monthly Sales



PROFIT

- Total Coty 4Q20 Adj OI included ~\$50M of non-recurring costs
- 4Q20 operating loss reflects ~44% drop-through on the \$1.2B net revenue decline
- Steady improvement in sales trends + progress on fixed cost reduction program should support positive Ongoing Coty Adj OI in Q1

Adjusted Operating Income (\$M)



FREE CASH FLOW DELIVERY INLINE WITH GUIDANCE

- Q4 free cash flow of -\$316M consistent with guidance of -\$300M to -\$500M
- Despite significant operating deleverage, strong working capital management allowed for free cash flow delivery inline with expectations
- Net debt of \$7,848M as of June 30, 2020 includes \$87M headwind from FX
- Received \$250M of proceeds from 2nd tranche of KKR convertible preferred on July 31, 2020
- Recorded \$394M impairment charge in the quarter driven by a higher discount rate as a function of the stock price decline

	TOTAL COTY	
	4Q20	FY20
Adj Operating Income	(319)	161
Depreciation	72	371
Pension Expense		2
Adj EBITDA	(247)	534
Noncash Addbacks	431	623
Working Capital (incl one-off costs)	(350)	(803)
Capex	(61)	(267)
Interest (Cash)	(92)	(281)
Tax (Cash)	2	(123)
Free Cash Flow	(316)	(318)
Dividends	-	(197)
Convertible Preferred (net proceeds)	725	725
M&A and Other	(22)	(666)
Cash Available for Debt Paydown	386	(457)
Net Debt - Closing (6/30/20)		7,848

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 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 Wella Transaction and the use of proceeds from the Wella Transaction, the Company's future operations and strategy, 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, 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, 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 Turnaround 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, 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, and net debt is defined as total debt less cash and cash equivalents. 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 August 28, 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 August 28, 2020.

C O T Y