COTY
INVESTORS CALL

MARCH 8TH, 2021

COTY
SINCE 1904



STABILIZE COVERGIRL

BRAND EQUITY

POSITIONING IN KEY TRENDS

MEDIA ALLOCATION/INNOVATION

IN-STORE EXECUTION




COVERGIRL
EASY BREEZY BEAUTIFUL





COVERGIRL

TWO STRONG TRENDS IN COSMETICS

CLEAN BEAUTY

—

SKINIFICATION OF MAKEUP

BEFORE


865 black negro noir
lashblast®
FUSION
VOLUME + LENGTH
VOLUME + LONGUEUR
mascara
UP TO HASTA JUSQU'À
10x
VOLUME* +LENGTH
VOLUMEN* +LONGITUD
PLUS DE VOLUME* ET DE LONGUEUR
COVERGIRL
lashblast FUSION
13.1 mL (.44 FL OZ LIQ.)


800 very black muy negro très noir
lashblast
VOLUME®
mascara
UP TO HASTA JUSQU'À
10x
VOLUME*
VOLUMEN*
PLUS DE VOLUME*
COVERGIRL
lashblast VOLUME
13.1 mL (.44 FL OZ LIQ.)


875
BROWN
COVERGIRL
LASH BLAST
FUSION
MASCARA
UP TO
10X
VOLUME
+LENGTH
VOLUME+LENGTH
13.1 ML/.44 FL OZ LIQ.


WATERPROOF
825
VERY BLACK
COVERGIRL
LASH BLAST
VOLUME
MASCARA
UP TO
10X
VOLUME
BOLD VOLUME
13.1 ML/.44 FL OZ LIQ.

2019

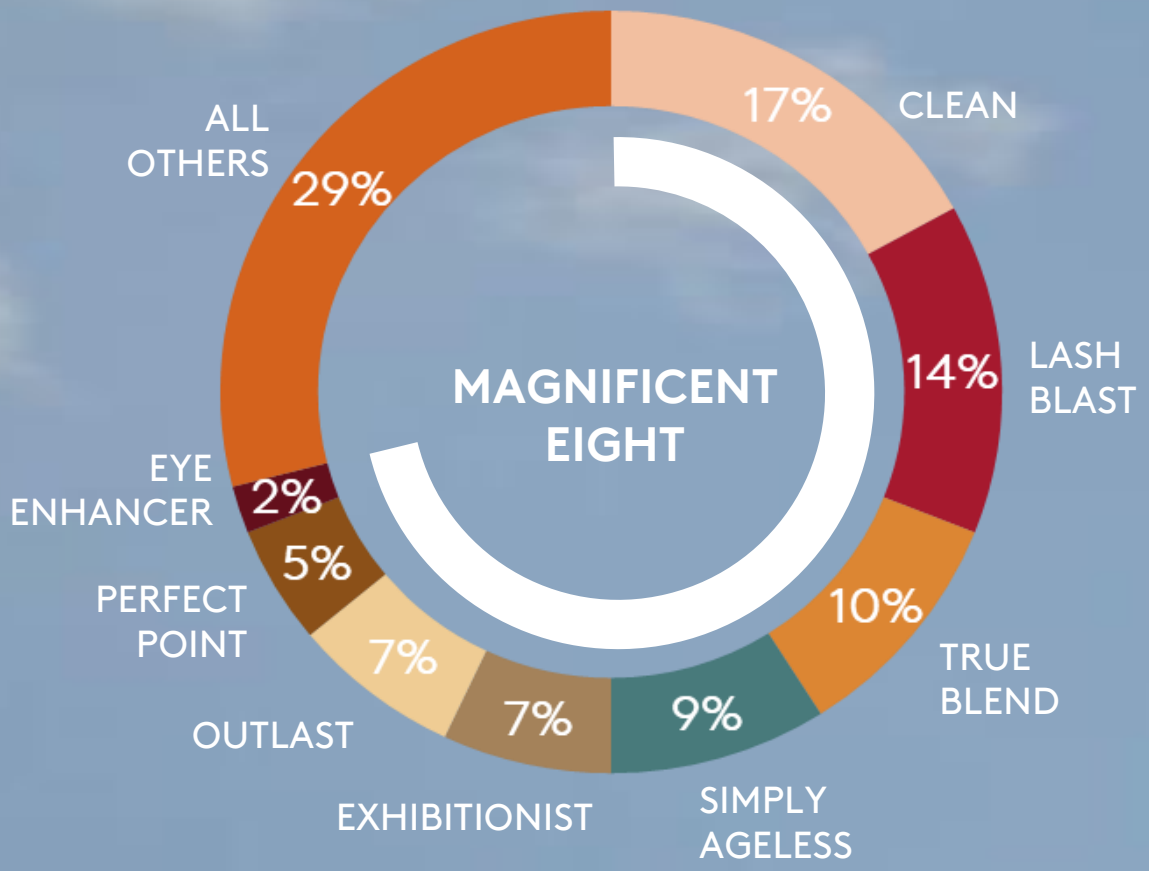

860
VERY BLACK
TRÈS NOIR
LASH BLAST
FUSION
MASCARA
UP TO
JUSQU'À
10x
VOLUME +
LENGTH
PLUS DE
VOLUME ET
LONGUEUR
COVERGIRL
COVERGIRL
LASH BLAST FUSION
13.1 mL (0.44 FL OZ)
Cruelty Free


810
BLACK BROWN
BRUN-NOIR
LASH BLAST
VOLUME
MASCARA
UP TO
JUSQU'À
10x
VOLUME
PLUS DE
VOLUME
COVERGIRL
COVERGIRL
LASH BLAST VOLUME
13.1 mL (0.44 FL OZ)
Cruelty Free

MEDIA ALLOCATION & INNOVATION

COVERGIRL

COVERGIRL $ SELL-OUT



MAGNIFICENT 8 REPRESENT
~ 70% OF THE BUSINESS
&
PERFORMING IN LINE WITH
THE MASS COLOR COSMETICS
CATEGORY

—

STABLE COVERGIRL SHELF SPACE IN SPRING 2021 AND
LIKELY FALL 2021

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Nielsen L52 Week Retail $ Consumption, w/e 2.13.21

WIN ON amazon

	AMAZON BEAUTY GROWTH (DEC. Q)	COTY GROWTH (DEC. Q)
COLOR COSMETICS	+36%	+133%
MASS FRAGRANCES	+39%	+150%

COTY MARKET SHARE DOUBLED (2QFY21)

CO-LOCATED UK WAREHOUSING REDUCED DELIVERY LEAD TIME FROM 7 DAYS TO 3 DAYS

1ST TIME SPANISH LANGUAGE AMAZON MEDIA CAMPAIGN

> 70% NEW TO BRAND

Source: Amazon data for U.S., U.K., and Germany

BROAD-BASED E-COMMERCE GROWTH

Q2 E-COMMERCE NET REVENUES

+40%

PENETRATION
19%

AMERICAS

+51%

PENETRATION
>10%

EMEA

+30%

PENETRATION
>20%

PRESTIGE

+45%

PENETRATION
MID-20s

MASS

+20%

PENETRATION
HIGH SINGLE DIGITS

Based on Coty Inc. And 3rd party data, includes contribution from Kylie

PARTNERING WITH LEADING AND EMERGING E-RETAILERS

	TODAY	TOMORROW
EUROPE	amazon, flaconi (Find your beauty. Everyday.), NOTINO	zalando
NORTH AMERICA	amazon	goPuff
ASIA PACIFIC	JD.COM, vip.com	天猫 TMALL.COM

ACCELERATING SKIN CARE IN CHINA



OPPORTUNITIES IN CHINA,
PARTICULARLY FOR GUCCI AND BURBERRY

CHINA LUXURY BEAUTY MARKET $14.5B (SIMILAR SIZE TO U.S. ONE), WITH COTY HOLDING MINOR MARKET SHARE

FRAGRANCES SMALL ($1B) BUT RAPIDLY ACCELERATING IN USAGE AND GROWTH, WITH DEC. Q AT +45% AHEAD OF CATEGORY AT +37%

BASED ON 3RD PARTY DATA, CHINA RETAIL SALES IN B&M ALONE WAS OVER $500M FOR DIOR AND OVER $300M FOR CHANEL



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Source: Beauty Research

ALREADY HIGH-DOOR PRODUCTIVITY IN CHINA



GUCCI
222 SKUs



BURBERRY
155 SKUs

CHANEL
613 SKUs

Source: Beauté Research sell-out data, CY20 period

GUCCI T-MALL LAUNCH – A KEY OPPORTUNITY









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 impact of the Wella Transaction and the related transition services (the "Wella TSA"), the Company'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 shelf space trends, allocation and amount of research and development investments, investments, 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, 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), synergies, savings, performance, cost, timing and integration of acquisitions, including the strategic partnerships with Kylie Jenner and 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, 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 and 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, the availability and widespread distribution of a safe and effective vaccine, 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 future divestitures (and the amount and use of proceeds from any such transactions); 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 TSA), internal reorganizations and restructuring activities, including the Transformation Plan, any unanticipated problems, liabilities or integration or other challenges associated with a past or future acquired business, joint ventures or strategic partnerships (including with Kylie Jenner and Kim Kardashian West) 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; 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 may present 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 ("adjusted 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, 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 February 9, 2021.

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

Any outlook information included In this presentation is as of February 9, 2021, as reported in Coty's Earnings Release of such date.