COTY

TURNAROUND PLAN
**EXPECTED FY19 LANDING**

**Business Stabilization**
- Addressed supply chain issues, with limited impact in Q4
- Set clear near-term priorities around profit and cash flow delivery

**No Change to FY19 Outlook**
- Q4 LFL net revenue trends consistent with Q3
- Constant currency adjusted operating income of $950-1,000M
- Solid free cash flow in Q4 and FY19

**Recent Developments**
- With the completion of the Turnaround Plan, we see likelihood for impairment charge of approximately $3 Bn
- Our Credit Agreement has been amended to align with the Turnaround Plan and provide the operational flexibility needed
HOW WE GOT TO THIS POINT
A DIFFICULT MERGER

WHAT WENT WRONG

P&G Beauty integration longer and more complex than originally envisioned

Underestimation of the negative trends of the acquired business

Sustained commitment to early financial targets did not allow management to fully address underlying trends

WHAT’S DIFFERENT NOW

The integration is now complete, with common IT systems and business operating on one order, one shipment, one invoice

New management setting realistic targets and objectives
WE HAVE BUILT A STRONG PLATFORM

LEADING BRANDS

3 out of Top 10
Luxury Fragrance Brands

4 out of Top 10
Mass Cosmetics Brands

3 out of Top 10
Retail Hair Color Brands

UNIQUE OPERATOR OF LICENSES

GUCCI
Global fragrance maker

CALVIN KLEIN

BOSS

BURBERRY

#1
80% of our licenses have residual average life of 9 Years

KEY COUNTRIES

#2 in Mass Cosmetics, #2 in Hair Color, #2 in Luxury Fragrances

#1 in Mass Cosmetics, #2 in Hair Color, #1 in Luxury Fragrances

#2 in Hair Color, #3 in Deodorants

STRONG PEOPLE & SYSTEMS

People who are skilled, data-driven and result-oriented

Leading edge IT infrastructure following merger
~60% OF THE BUSINESS ON STRONG FOOTING

LUXURY

- Portfolio of leading luxury brands has grown inline with the category in the last 2 years
- Substantial opportunities ahead through scaled presence in existing markets and further geographic, channel and category expansion

PROFESSIONAL BEAUTY

- Attractive industry structure
- Opportunities to expand penetration through digital and e-commerce
- #1 brand in salon hair color and #1 brand in salon nail

Coty Luxury vs. Luxury Fragrance Trends

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>YTD FY19 (March)</th>
</tr>
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<tbody>
<tr>
<td>Global Luxury Fragrances</td>
<td>1.9%</td>
<td>5.2%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Coty Luxury Net Revenues</td>
<td>-1.1%</td>
<td>6.0%</td>
<td>4.4%</td>
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</table>

PB LFL Net Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
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<tbody>
<tr>
<td>Q3</td>
<td>0.1%</td>
<td>1.1%</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Q4</td>
<td>1.0%</td>
<td>1.8%</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Q1</td>
<td>2.0%</td>
<td>2.1%</td>
<td>-2.6%</td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
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Source: NPD, Euromonitor, Coty estimates
Global Luxury fragrance category trends for FY17/FY18 correspond to CY16/CY17 data, respectively.
CONSUMER BEAUTY*
MAINLY A GAP OF PERFORMANCE

- Mass beauty in our channels & geographies is **declining -1-2%**
- Weakness in the Consumer Beauty division is mainly driven by **share losses**
- **Stabilizing share** in Consumer Beauty will bring overall **Coty back to growth**

Source: Nielsen, Coty; FY19 Nielsen coverage not fully equivalent to FY17 & FY18 coverage

* Excludes Younique
THREE PILLARS
OF OUR TURNAROUND PLAN

REDISCOVER GROWTH

REGAIN OPERATIONAL LEADERSHIP

BUILD A CULTURE OF PRIDE AND PERFORMANCE

These three pillars are focused on driving substantial improvement in Consumer Beauty while also further optimizing Luxury and Professional Beauty.
REDISCOVER GROWTH
PRIORITIZATION OF BRANDS & MARKETS, SUPPORTED AT SCALE

20 PRIORITY BRANDS
(Examples below)

Priority brands account for ~25% of # of brands

Priority brand-country combos account for ~60% of NR

As the % of priority brand-country combos supported at scale & sufficiency ramps from ~20% currently to ~60% by FY23, we expect their net revenue growth to fully offset declines in non-priority combos

6 BLUEPRINT COUNTRIES

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<tr>
<td></td>
<td>U.S.</td>
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<tr>
<td></td>
<td>U.K.</td>
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<tr>
<td></td>
<td>Germany</td>
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<tr>
<td></td>
<td>Russia</td>
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<td></td>
<td>Brazil</td>
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<td></td>
<td>China</td>
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</tbody>
</table>
REDISCOVER GROWTH
IMPROVING PORTFOLIO STRUCTURE AND OPTIMIZING ASSORTMENT

Data-driven analysis shows clear opportunities for improved portfolio structure and optimized product assortment, as findings show:

1. The premium tier of mass beauty continues to grow

2. As we shift focus from driving higher sales to driving better sales in the upper tiers of the category, this will create more value

3. We can significantly improve shelf productivity by simplifying and optimizing our assortment

Mass Cosmetics Trend by Price Tier (2-Year CAGR*)

Value  Mainstream  Premium
-17%  5%  11%
-4%  11%  1%
We are orienting our innovation efforts to support expansion of category coverage, up-trading and margin accretion.

Our Turnaround Plan embeds a significant step-up in R&D investment and capabilities.
OPERATIONAL LEADERSHIP
MORE OPPORTUNITIES IN SUPPLY CHAIN

• On a comparable basis, we estimate we have over **10% gross margin gap** vs. competition
• While we have been optimizing our supply chain footprint, **still substantial room for further COGS savings**

<table>
<thead>
<tr>
<th>2/3 of savings</th>
<th>COGS Reduction</th>
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<tbody>
<tr>
<td>Supply chain productivity</td>
<td>Gross margin ↑</td>
</tr>
<tr>
<td>Capture scale benefits of higher volume per SKU</td>
<td>Shelf Productivity ↑</td>
</tr>
<tr>
<td>Accelerate existing procurement savings</td>
<td>Supply chain efficiency ↑</td>
</tr>
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<table>
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<tr>
<th>1/3 of savings</th>
<th>SKU rationalization</th>
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<tbody>
<tr>
<td>Cut the tail of margin dilutive SKUs</td>
<td></td>
</tr>
<tr>
<td>Grow the head of hero SKUs</td>
<td></td>
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<tr>
<td>Value engineer lower margin but strategic SKUs</td>
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</tbody>
</table>
1. Simpler organization
   - Mutualised support functions
   - Markets managed in 3 regions
   - Brand units focus on marketing / brand building

2. Leaner structure
   - More efficient, lean team
   - Executive Committee and center of gravity closer to markets
   - Greater in-market scale and faster / better decisions

3. Co-located top team
   - New management HQ in Amsterdam - one management team, one place, one culture
   - Foster cooperation
   - Remove silos
BUILD A CULTURE OF PRIDE AND PERFORMANCE
A BLEND OF BEAUTY, FMCG & TURNAROUND EXPERTISE

Pierre Laubies
CEO

Pierre-André Terisse
CFO

Daniel Ramos
Chief Scientific Officer

Edgar Huber
current Pres. Luxury/ future Pres. of Americas + APAC

Gianni Pieraccioni
currently COO CB/ future Pres. of EMEA

Sylvie Moreau
Pres. of Prof. Beauty

Fiona Hughes
President of Consumer Beauty Brands

Simona Cattaneo
President of Luxury Brands

Greer McMullen
Chief Legal Officer

Luc Volatier
Chief Global Supply Officer

Sophie Hanrot
Chief HR Officer

BEAUTY EXPERTISE

FMCG EXPERTISE

COTY
**REVENUES**
**DEEP CHANGES FOR BETTER AND STRONGER DYNAMICS**

<table>
<thead>
<tr>
<th></th>
<th>LFL</th>
<th>FY19 YTD (March)</th>
<th>FY23</th>
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<tbody>
<tr>
<td>Luxury</td>
<td>+4%</td>
<td>+3% to +4%</td>
<td>Keep investing &amp; growing</td>
</tr>
<tr>
<td>Professional Beauty</td>
<td>-1%</td>
<td>0% to +2%</td>
<td>Leverage Wella &amp; OPI</td>
</tr>
<tr>
<td>Consumer Beauty</td>
<td>-10%</td>
<td>-1% to -2%</td>
<td>Stabilize market share</td>
</tr>
<tr>
<td>TOTAL</td>
<td>-3%</td>
<td>0% to +2%</td>
<td></td>
</tr>
</tbody>
</table>

Priority Brands:
- ~60%
- ~70%
- Asia Pacific:
  - <10%
  - ~13-15%
PROFITS
BUILDING SUSTAINABLE INCOME GROWTH

Mix / Value → Assortment

Mixed Promotions Innovation

Net Revenues

Advertising

Working Media
Digital & Traditional

Gross Margin

COGS

Productivity
SKU Reduction

Fixed Cost

Organization delayering
Mutualizing support functions

Operating Income

FCF

Net Debt

EPS

SUMMARY
CASH FLOW AND NET DEBT TRAJECTORY

Key Building Blocks

- **One-time costs:** ~$160M cash outflow from previous programs (largely FY20), plus ~$600M from newly announced program spread over FY20-FY23. 2-3 year payback objective on all projects.

- **Working Capital:** Gradual progress, with a focus on inventory and receivables

- **Capex:** End of P&G related one-time capex and tight management expected to drive capex from 4.5-5.0% of revenues to 3.5-4.0%

Continue to target net debt to EBITDA of <4x by FY23

Flat to declining interest expense to fuel EPS growth above Operating Income growth
OUR GOAL
FY23 TARGETS

- **Net revenues growth** (constant FX & scope): 0 to 2% (stable FY23 vs FY19)
- **Adjusted Operating margin**: 14% to 16%
- **Free Cash Flow**: ~$1 billion
- **Net Debt to EBITDA**: Less than 4x
OUR NEW PATH STARTS NOW
FISCAL 2020 OUTLOOK

Net revenues growth
(constant FX & scope)
Moderating decline

Adjusted Operating margin
(constant FX & scope)
5 to 10% growth

Free Cash Flow
Moderate improvement
NEW ORGANIZATIONAL STRUCTURE

President, Americas & APAC (Full P&L Ownership)
- GM Country 1
- GM Country 2

President, EMEA (Full P&L Ownership)
- GM Country 3
- GM Country 4

President, Professional Beauty (Full P&L Ownership)
- GM Country 1
- GM Country 2

President, Consumer Beauty Brands

President, Luxury Brands

Enabling Functions
- Finance
- R&D
- HR
- Legal
Forward-Looking Statements

Certain statements in this presentation are forward-looking statements. These forward-looking statements reflect Coty Inc.'s ("Coty's") current views with respect to, among other things, Coty's Turnaround Plan, strategic planning, targets, segment reporting and outlook for fiscal year 2020 and future reporting periods (including the extent and timing of revenue and profit trends and the Consumer Beauty business's stabilization), expected 2019 results and estimated 2019 impairments; Coty's future operations and strategy, synergies, savings, performance, cost, timing and integration of acquisitions, allocation and amount of advertising and consumer promotion costs, allocation and amount of research and development investments, ongoing and future cost efficiency and restructuring initiatives and programs (including the expected timing and impact), investments, licenses and portfolio changes), future cash flows and liquidity and borrowing capacity, timing and size of cash outflows and debt deleveraging, impact and timing of supply chain disruptions and the resolution thereof, timing and extent of any future impairments, and the synergies, savings, impact, cost, timing and implementation of Coty's Turnaround Plan, including operational and organizational structure changes, operational execution and simplification initiatives, the move of Coty's headquarters, and the priorities of senior management. 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 Turnaround Plan and to develop and achieve its global business strategy, compete effectively in the beauty industry and achieve the benefits contemplated by its strategic initiatives within the expected time frame or at all; the integration of recent 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; 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 multiple ongoing and future strategic initiatives, internal reorganizations and restructuring activities, including the Turnaround Plan, and Coty'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, including in Coty's Press Release dated July 1, 2019. 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, 2018, 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 free cash flow and net debt. 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 in the prior year period 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 changes reflected in our reconciliation of historic numbers, the amount of which, based on historical experience, could be significant.

Outlook Information

In this presentation, Coty presents outlook information as of July 1, 2019.