



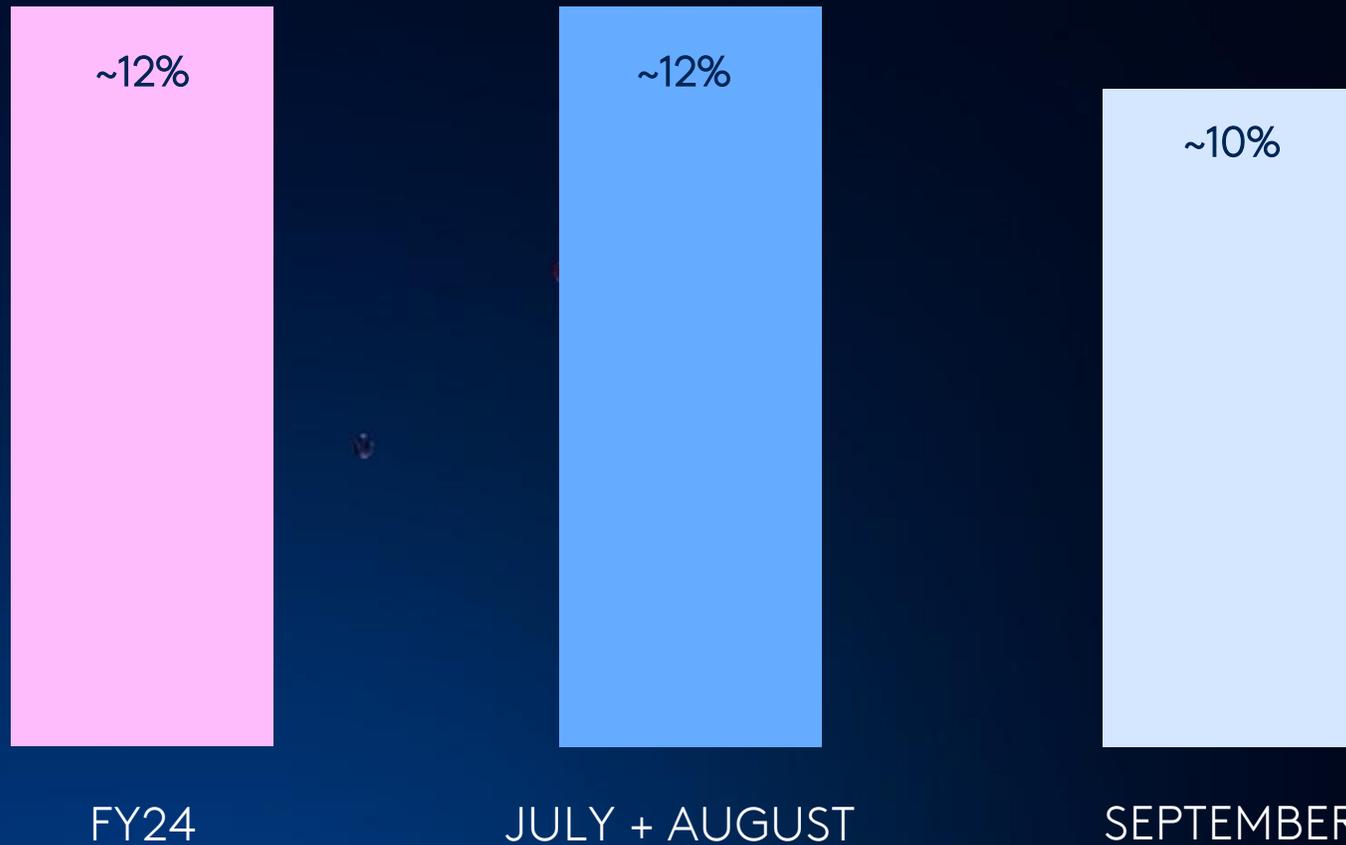
COTY INVESTOR PRESENTATION

JP Morgan Luxury Investor Conference

November 13, 2024

COTY
SINCE 1904

PRESTIGE FRAGRANCE MARKET REMAINS ROBUST



STRUCTURAL GROWTH DRIVERS FOR FRAGRANCES: MORE CONSUMERS ARE USING FRAGRANCES



+5 MILLION
ADDITIONAL FRAGRANCE BUYERS
YEAR-OVER-YEAR¹



+6%
INCREASE IN FRAGRANCE
BUYERS YEAR-OVER-YEAR¹



¹ Circana/Checkout Omnipanel Tracking, Annual 2023. Prestige only. Excludes BBW and Victoria's Secret. Base Age 18+
All figures are for CY23.

STRUCTURAL GROWTH DRIVERS FOR FRAGRANCES: CONSUMERS ARE USING FRAGRANCES MORE OFTEN



MORE TOTAL
U.S. "HEAVY" USERS

49% OF U.S. CONSUMERS
USE FRAGRANCES
3+ TIMES / WEEK,
UP FROM 47% IN CY22¹



MORE
GEN Z "HEAVY" USERS

61% OF U.S. **GEN Z** CONSUMERS
USE FRAGRANCES
3+ TIMES / WEEK,
UP FROM 53% IN CY22¹



¹ Circana Fragrance Consumer Report, CY2023

STRUCTURAL GROWTH DRIVERS FOR FRAGRANCES: CONSUMERS EXPANDING 'FRAGRANCE WARDROBE'



OF FRAGRANCES USED
ON A REGULAR BASIS

GEN X	3.9 UNITS
GEN Z	4.2 UNITS
NICHE USERS	4.8 UNITS

PRESTIGE FRAGRANCE MARKET CONTINUES TO GROW IN BOTH VALUE AND UNITS IN THE US AND IN EUROPE



VALUE **+114%**
UNITS **+73%**
(1Q FY25 VS. 1Q FY19)

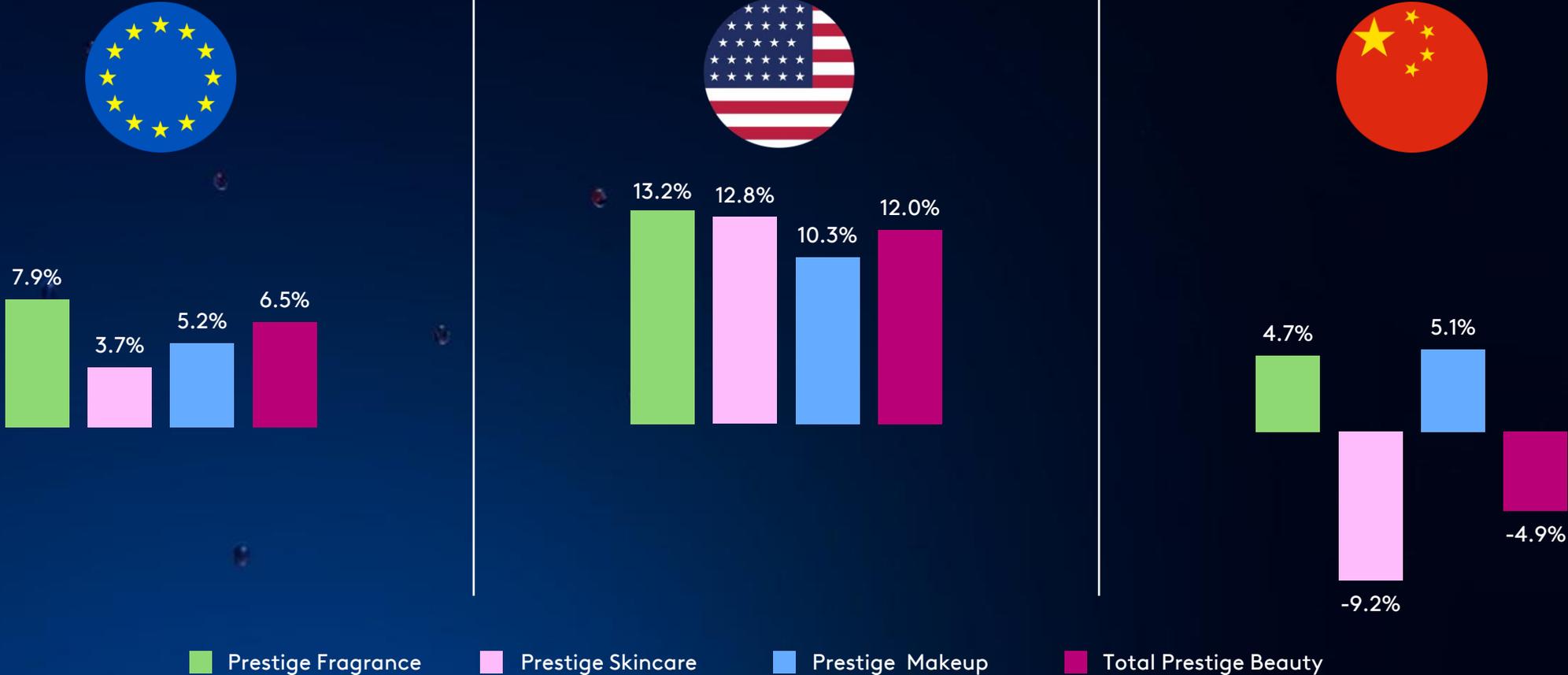


VALUE **+18%**
UNITS **+7%**
(1Q FY25 VS. 1Q FY19)



FRAGRANCES REMAINS THE FASTEST GROWING PRESTIGE BEAUTY CATEGORY

FY24 GROWTH BY CATEGORY (ENDING JUNE 30, 2024)



Source: NPD Retail Panel (Selective Distribution - US TMM) FY24 data // Beaute Research FY24 Sell-out Data

U.S., CHINA AND DEVELOPING MARKETS MOVING UP THE FRAGRANCE PENETRATION CURVE



>50%

FINE FRAGRANCE PENETRATION



HIGH 20S %

(VS. LOW 20S % ~5 YEARS AGO)

Existing users increasing
weekly fragrance usage



MSD %

FINE FRAGRANCE PENETRATION

>20%

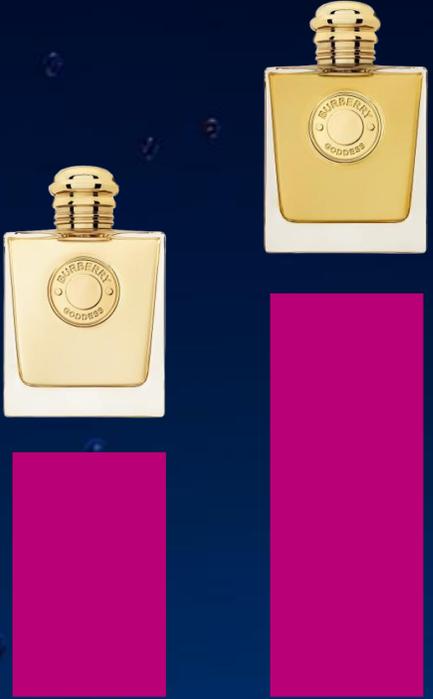
AMONG TIER 1 CITY GEN Z
CONSUMERS

COTY'S MULTI-YEAR TRACK RECORD OF TOP-RANKING INNOVATIONS



COTY BUILDING SUSTAINED GROWTH THROUGH INNOVATION + EXTENSION STRATEGY

FRAGRANCE TOTAL LINE SELL-OUT BY CALENDAR YEAR



CY23 FY24

BURBERRY GODDESS

Source: Circana EUR5+NA FY24



CY21 CY22 CY23

BURBERRY HERO

Source: Circana EUR4+NA



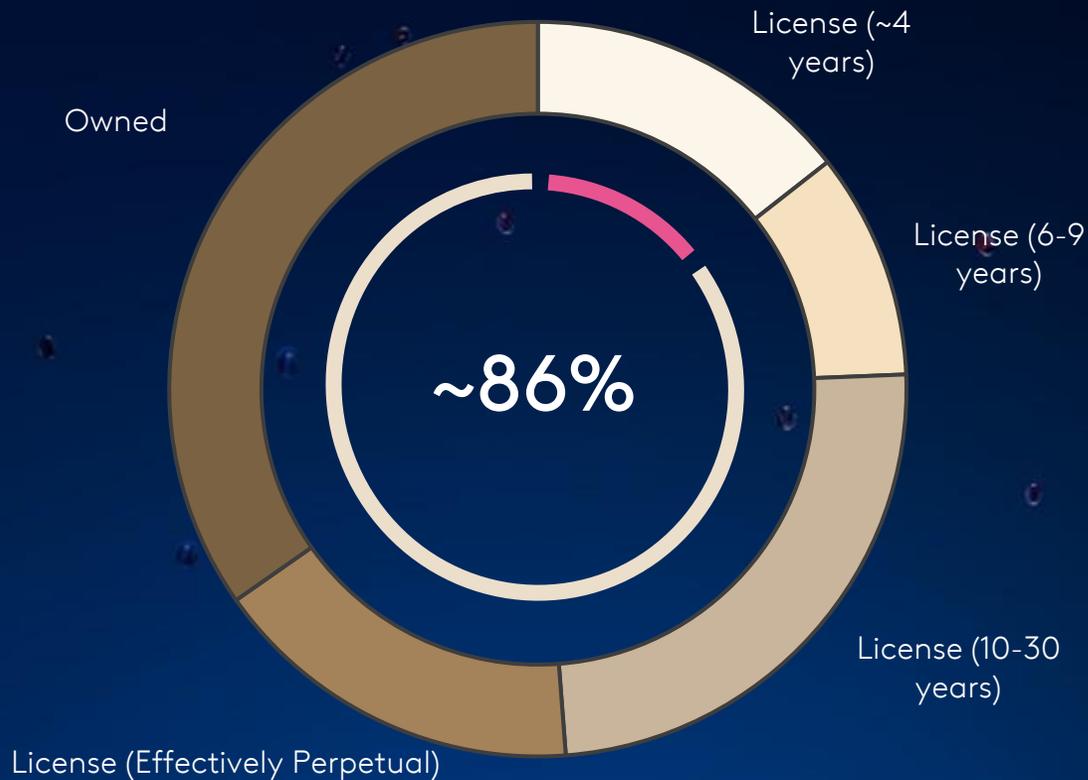
CY20 CY21 CY22 CY23

GUCCI FLORA

Source: Circana EUR5+NA CY23

LONG-STRUCTURED PORTFOLIO BUILT FOR SUCCESS

% of Sales



Based in FY24 brand sales, excluding divested & terminated licenses

- LICENSING MODEL COMPLEMENTS OWNED-BRAND STRATEGY WITH A **HIGHER ROIC / LOWER RISK** STRUCTURE FOR BRAND BUILDING
- **~86%** OF THE PORTFOLIO OWNED OR UNDER LONG-TERM LICENSE (>6 YEARS OR EFFECTIVELY PERPETUAL)
- DERISKING REMAINING PORTION OF THE PORTFOLIO THROUGH:
 - I. PROACTIVELY RENEWING & SIGNIFICANTLY EXTENDING LICENSES (**~25% OF SALES** RENEWED & EXTENDED IN LAST 2 YEARS)
 - II. OVERDRIVING OWNED AND LONGER-DURATION BRANDS
 - III. SIGNING NEW LONG-TERM LICENSES (MARNI, ETRO, MARC JACOBS MAKEUP, **NEW LICENSE TO BE ANNOUNCED SOON**)

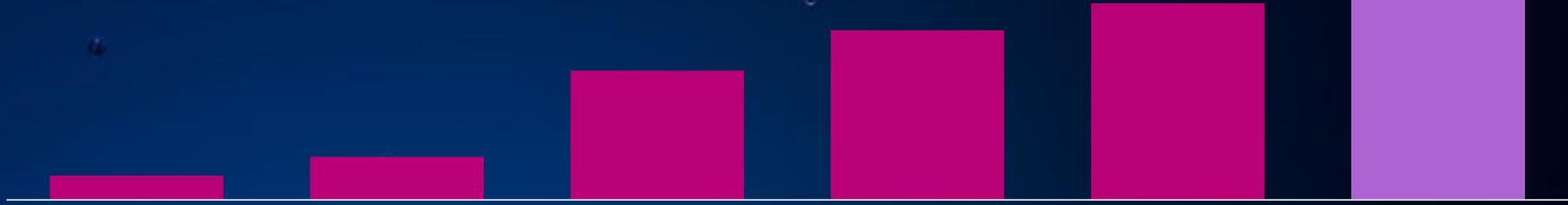
COTY CONTINUES TO PREMIUMIZE IN PRESTIGE FRAGRANCE

ULTRA PREMIUM FRAGRANCE SALES ACCELERATING THROUGH FY27 AND BEYOND AS WE CAPTURE OUR FAIR MARKET SHARE OF >10%



> \$200 M

> \$70 M



FY20

FY21

FY22

FY23

FY24

FY27E

REINVIGORATING LANCASTER ACROSS EUROPE

DD%

Sales growth
in Europe



5x

Growth in
Europe EMV



philosophy
dermatologic wisdom

PHILOSOPHY
EMV
+70% YOY
(U.S. 1Q FY25)

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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, expected drivers of sales and/or profitability in future periods, volume and mix trends, Coty's future operations and strategy (including the expected implementation and related impact of its strategic priorities), 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), 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 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), 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; 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; 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) and 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 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.

Industry, Ranking and Market Data

Unless otherwise indicated, information contained in this presentation concerning our industry and the market in which we operate, including our general expectations about our industry, market position, market opportunity and market size, is based on data from various sources including internal data and estimates as well as third party sources widely available to the public such as independent industry publications, government publications, reports by market research firms or other published independent sources and on our assumptions based on that data and other similar sources. While we believe the market, industry and other information included in this presentation to be most recently available and to be generally reliable, such information is inherently imprecise and we have not independently verified any third-party information or verified that more recent information is not available.