

COTY 4Q & FY24 EARNINGS CALL

August 20, 2024

COTY
SINCE 1904

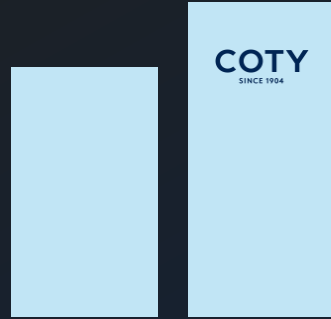


FY24 SUMMARY

SUE NABI
CHIEF EXECUTIVE OFFICER



KEY FY24 ACCOMPLISHMENTS



OUTPERFORMING
MARKET



#1 FRAGRANCE
INNOVATION



BECOMING AN
ADVOCACY-LED COMPANY

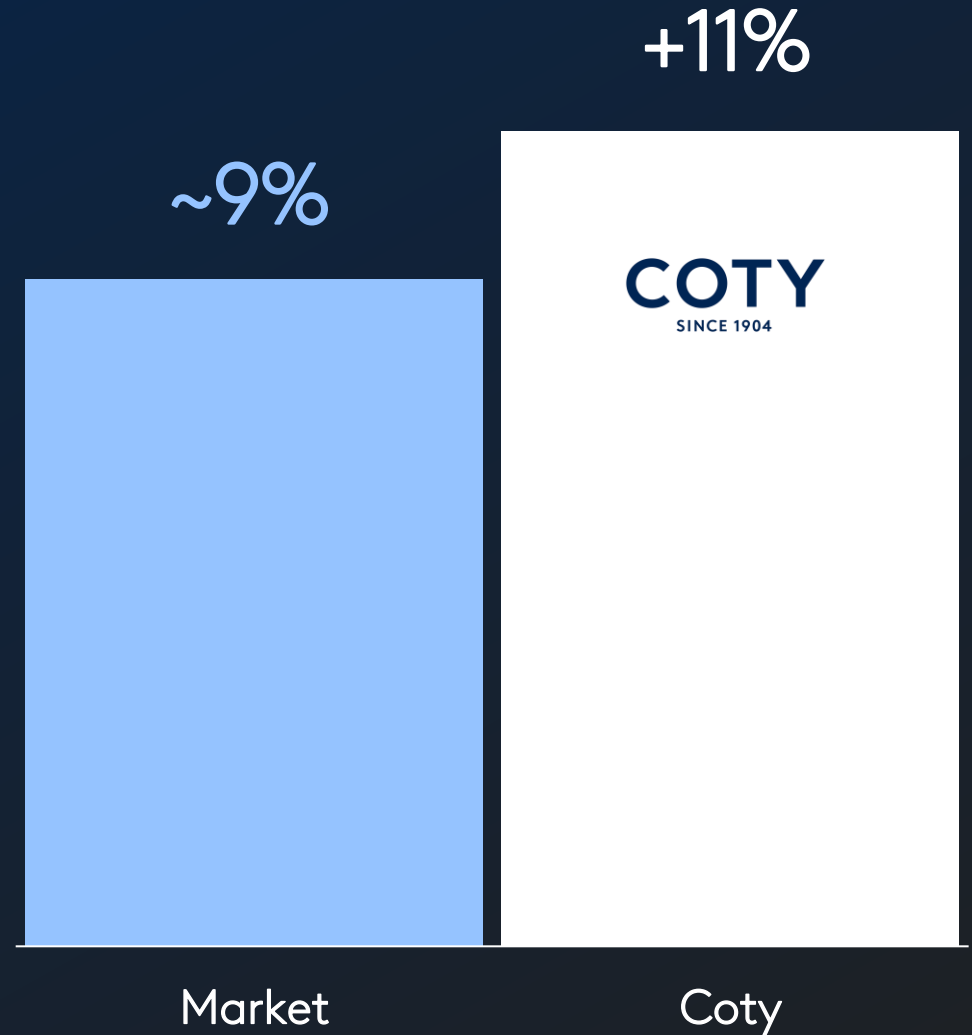


DOUBLE-DIGIT% GROWTH IN
LFL SALES, ADJ. EBITDA
AND EPS¹

¹ EPS excluding equity swap

FY24 PERFORMANCE

WE ARE
OUTPERFORMING
GLOBAL BEAUTY
MARKET



Total beauty market growth: Global Data (Prestige + Mass)
LFL results for FY24 included a contribution from the Argentina hyperinflationary environment of 1% for total Coty.

In **8** of the last **12**
quarters, we have grown
ahead of leading global
beauty companies

LFL Growth



Leading Beauty Company #1

Leading Beauty Company #2

Leading Beauty Company #3

Leading Beauty Company #4



	3Q CY21	4Q CY21	1Q CY22	2Q CY22	3Q CY22	4Q CY22	Q1 CY23	Q2 CY23	Q3 CY23	Q4 CY23	Q1 CY24	Q2 CY24
COTY	21%	12%	19%	16%	9%	4%	15%	17%	18%	11%	10%	5%
Leading Beauty Company #1	13%	11%	14%	13%	9%	8%	13%	14%	11%	7%	9%	5%
Leading Beauty Company #2	18%	11%	9%	-8%	-5%	-11%	-8%	4%	-11%	-8%	6%	8%
Leading Beauty Company #3	19%	20%	17%	8%	10%	5%	10%	16%	9%	10%	7%	4%
Leading Beauty Company #4	5%	8%	-1%	-1%	7%	-1%	7%	10%	-2%	-6%	3%	-4%
COTY #1	✓	✗	✓	✓	✗	✗	✓	✓	✓	✓	✓	✗

FINANCIAL RESULTS & FY25 GUIDANCE

LAURENT MERCIER
CHIEF FINANCIAL OFFICER



STRONG FY24 REVENUE GROWTH

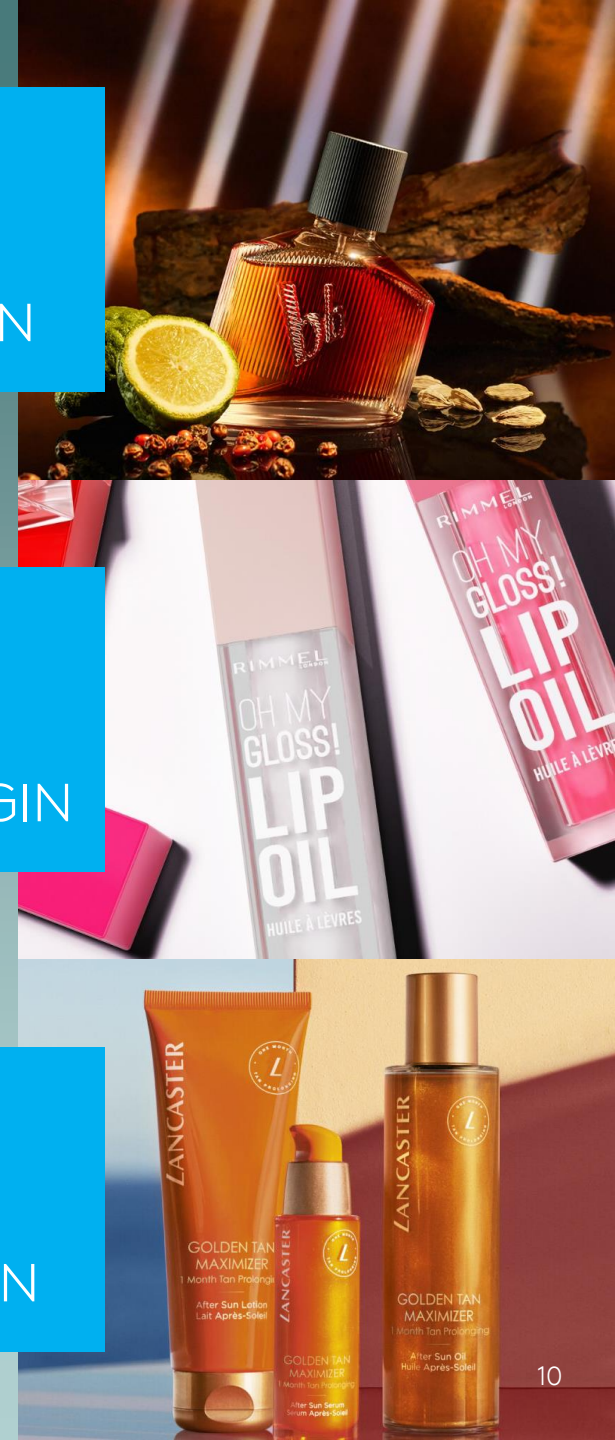


SIZEABLE
FY24 MARGIN
IMPROVEMENT
WHILE MAINTAINING
STRONG MARKETING
SUPPORT

+50bps
ADJ GROSS MARGIN

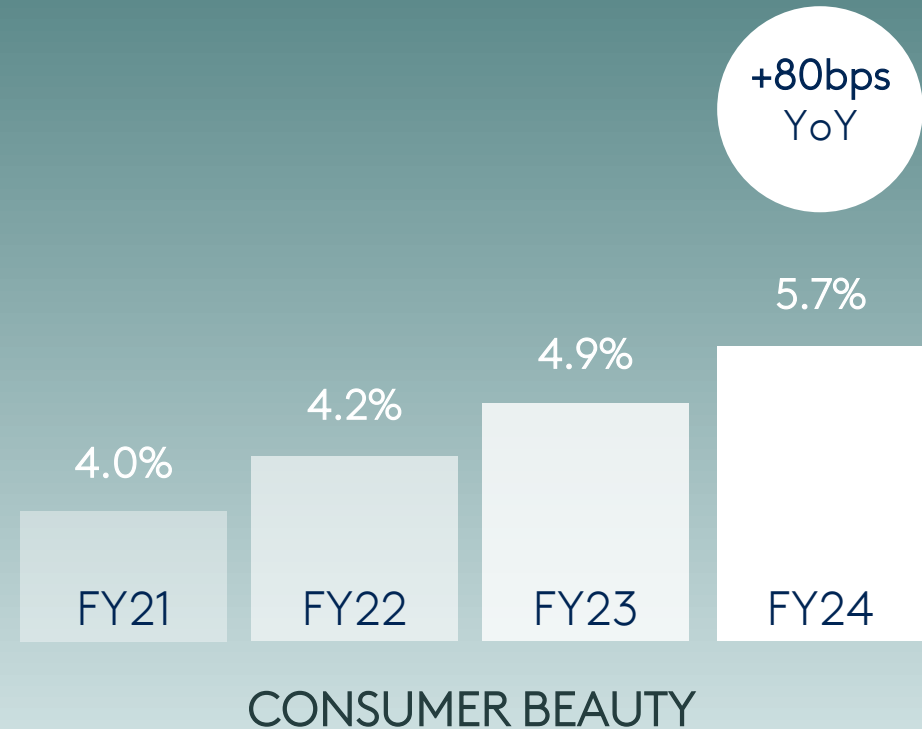
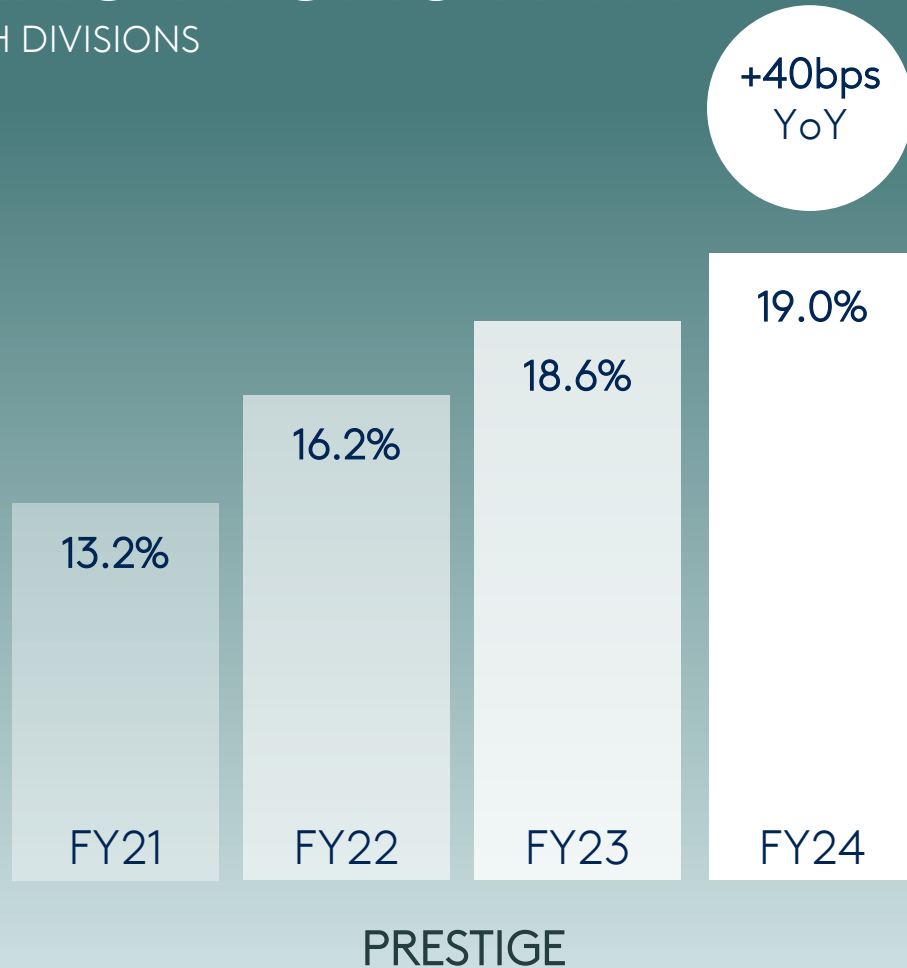
+80bps
ADJ OPERATING MARGIN

+30bps
ADJ EBITDA MARGIN

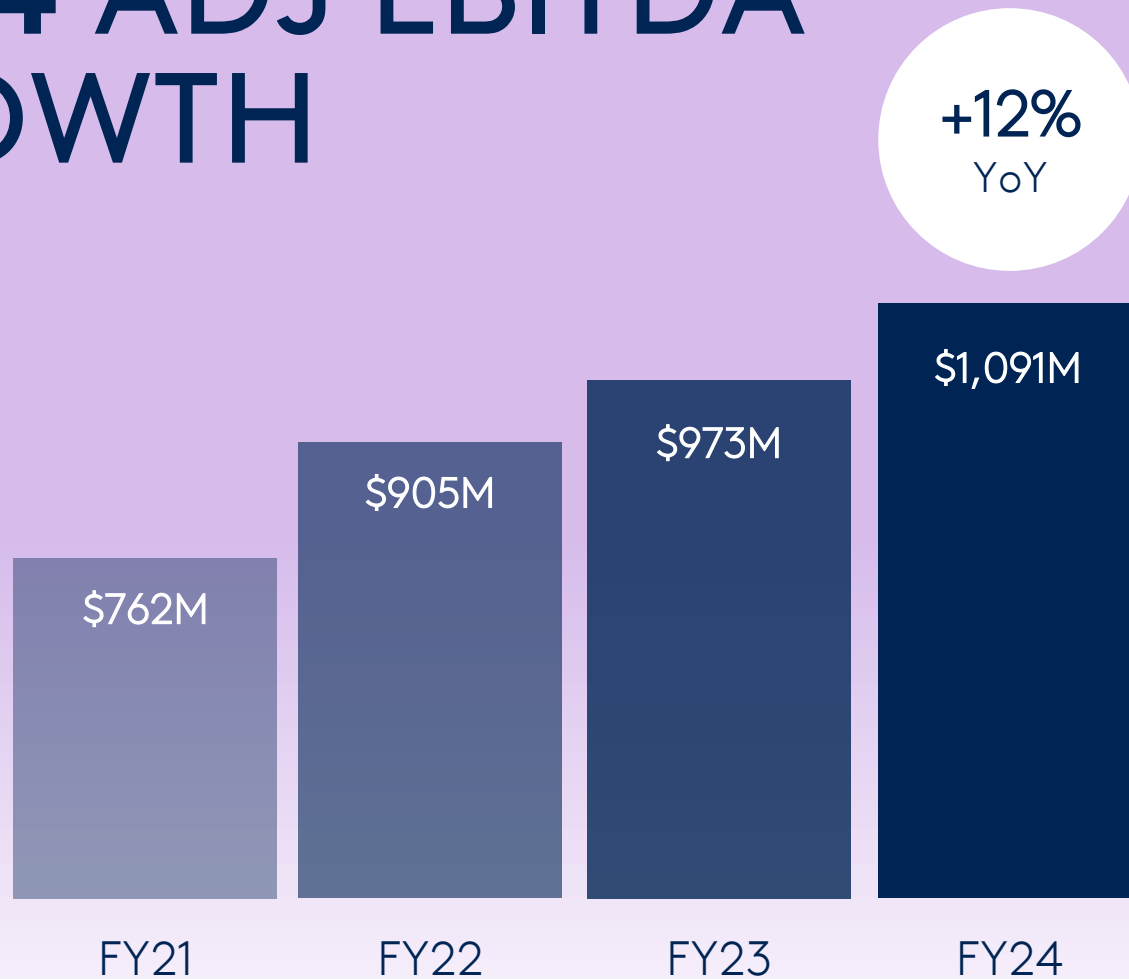


STRONG FY24 ADJ OPERATING MARGIN GROWTH

IN BOTH DIVISIONS

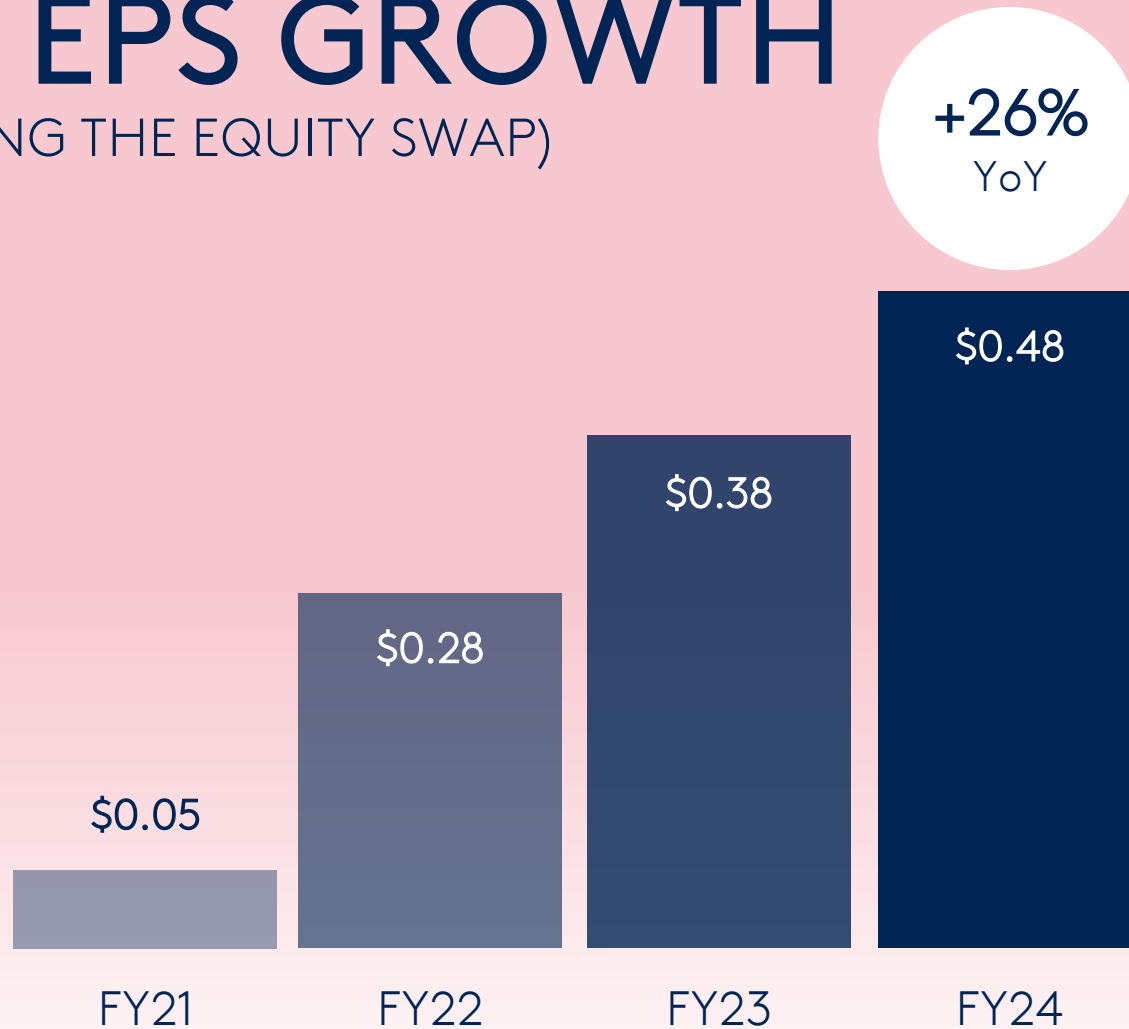


SIGNIFICANT FY24 ADJ EBITDA GROWTH



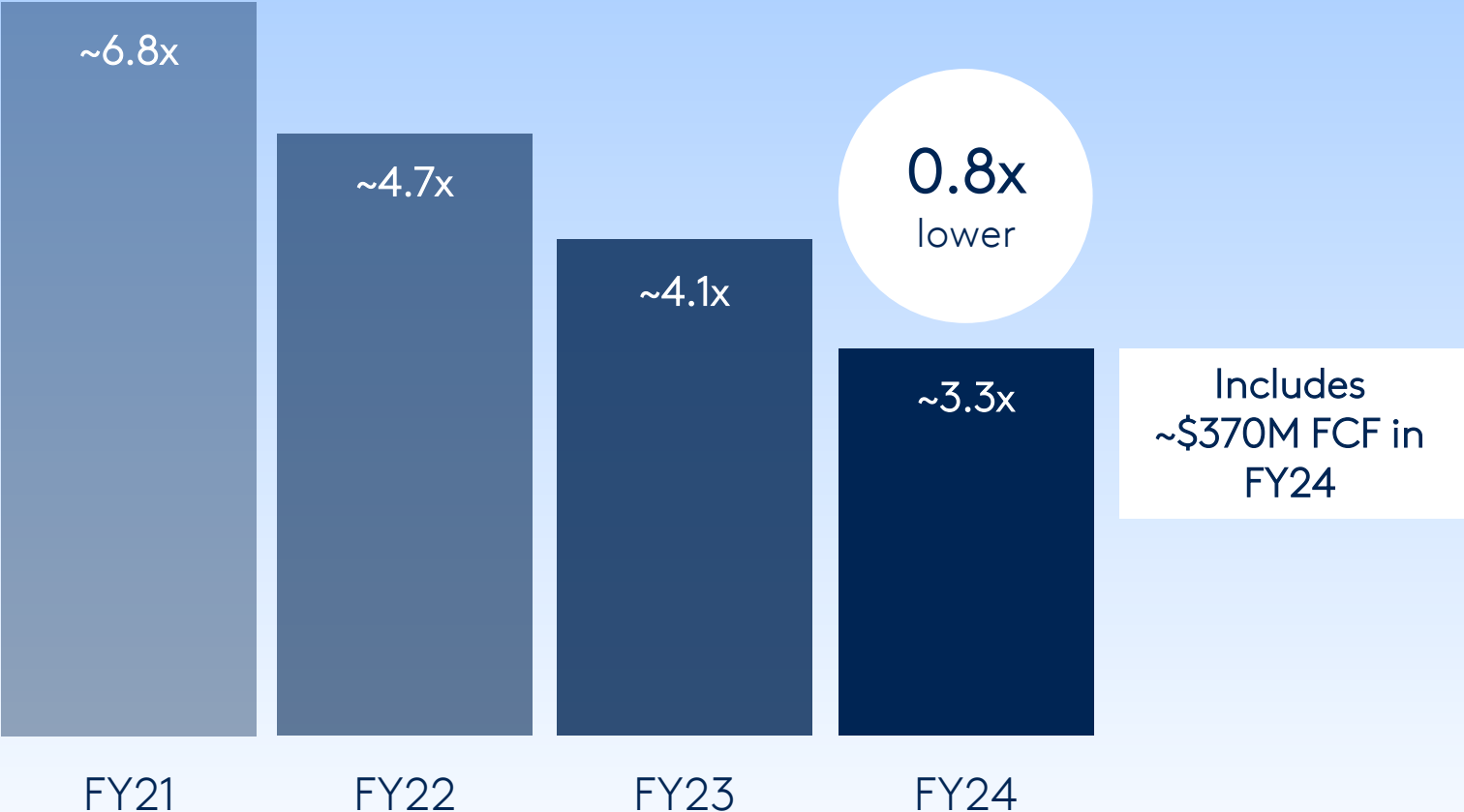
STRONG FY24 ADJ EPS GROWTH

(EXCLUDING THE EQUITY SWAP)



SIGNIFICANT FY24 LEVERAGE REDUCTION

TARGETING INVESTMENT GRADE PROFILE



SAVINGS FUELING PROFIT
EXPANSION AND RE-INVESTMENT

>\$115M

Savings in FY24

~\$75M

Savings targets
for FY25



EXPECTING
CONTINUED
MOMENTUM
IN FY25



FY25 GUIDANCE

REVENUE LFL

IN-LINE WITH MEDIUM TERM TARGET OF +6-8% LFL

REPORTED REVENUE IMPACTS

LSD% HEADWIND FROM FX AND ~1% SCOPE HEADWIND FROM THE DIVESTITURE OF LACOSTE LICENSE IN 1H25

ADJ GROSS MARGIN

CONTINUED EXPANSION YOY

ADJ EBITDA

GROWTH OF +9-11% TO \$1,186-1,208M DESPITE THE EXPECTED FX HEADWINDS AND HEADWIND FROM THE DIVESTITURE OF THE LACOSTE LICENSE; ADJ EBITDA MARGIN EXPANSION OF +10-30BPS

ADJ EPS (EXCL. SWAP)

\$0.54-0.57; REFLECTS +15-20% YOY GROWTH YOY AND A 19-22% 2-YEAR CAGR

FREE CASH FLOW

LOW TO MID \$400 MILLION

LEVERAGE

CLOSE TO ~2.5X EXITING CY24 AND TOWARD ~2X EXITING CY25 FUELED BY CASH GENERATION

1H25 AND 1Q25 FRAMEWORK

REVENUE LFL

1H25 LFL GROWTH INLINE WITH FY25 GUIDANCE OF +6-8% LFL

Q1 LFL GROWTH OF ~6%, REFLECTING ELEVATED PRIOR YEAR COMPS; IMPLIES SEQUENTIAL GROWTH IMPROVEMENT, AS PREVIOUSLY GUIDED, WITH A CAGR OF ~10% VS. FY22, CONSISTENT WITH TRENDS IN 3Q AND 4Q24

REPORTED REVENUE IMPACTS

LSD% HEADWIND FROM FX AND ~1% SCOPE HEADWIND FROM THE DIVESTITURE OF LACOSTE LICENSE IN 1H25

ADJ GROSS MARGIN

CONTINUED EXPANSION YOY

ADJ EBITDA

1H25 EBITDA GROWTH +7-9%, WELL AHEAD OF REPORTED REVENUE GROWTH, WITH EBITDA MARGIN EXPANSION OF 10-30BPS, CONSISTENT WITH FULL YEAR

Q1 EBITDA GROWTH AND EBITDA MARGIN EXPANSION AT THE LOWER END OF THE RANGE, REFLECTING ELEVATED PRIOR YEAR COMPS

ADJ EPS (EXCL. SWAP)

1H25 ADJ EPS EXCLUDING THE EQUITY SWAP OF \$0.41-0.44

COMPETITIVE ADVANTAGES & GROWTH OUTLOOK

SUE NABI
CHIEF EXECUTIVE OFFICER



COTY'S COMPETITIVE ADVANTAGES

1
**BALANCED
PORTFOLIO**

2
**UNRIVALED
FRAGRANCE
EXPERTISE**

3
**ICONIC BRANDS
PROPELLED BY
GROWTH
PLAYBOOK**

4
**SIGNIFICANT
GROWTH
OPPORTUNITIES**



BALANCED PORTFOLIO

1

**WE'RE PURSUING
SUSTAINABLE AND
BALANCED
GROWTH**

FY24 LFL GROWTH

PER SEGMENT/ PRICE POINT	
14%	Prestige
6%	Consumer Beauty

PER REGION	
11%	EMEA
12%	Americas
11%	APAC

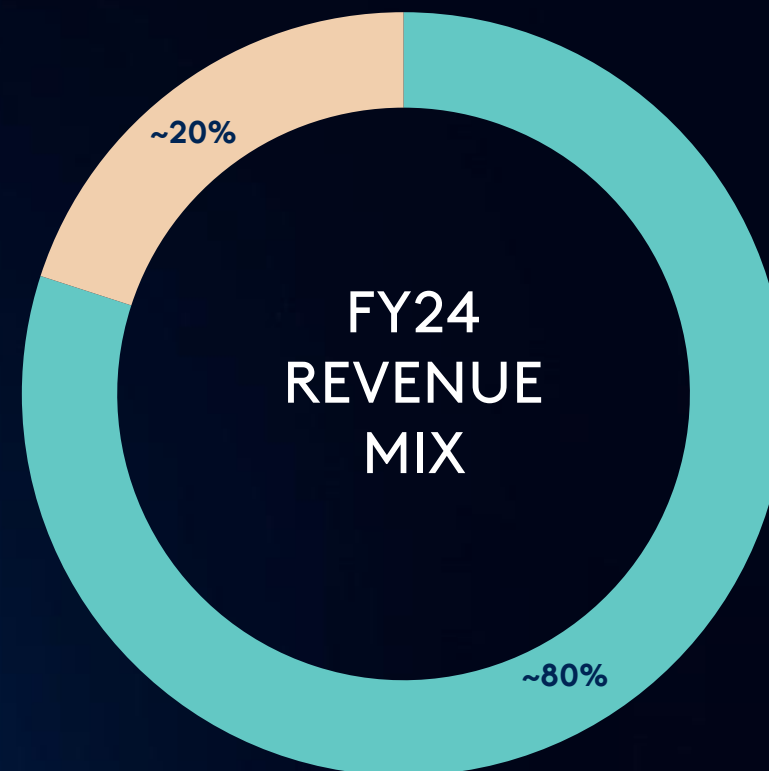
BOTH PRICE AND VOLUME	
+ LSD %	Volume
+ HSD %	Price (est.)
+ LSD %	Mix & Other (est.)

Notes: All figures refer to LFL growth.
LFL results for FY24 included a contribution from the Argentina hyperinflationary environment of 1% for total Coty and 2% for the Americas region.

GROWTH IN BRICK & MORTAR AND E-COMMERCE

FY24 LFL GROWTH

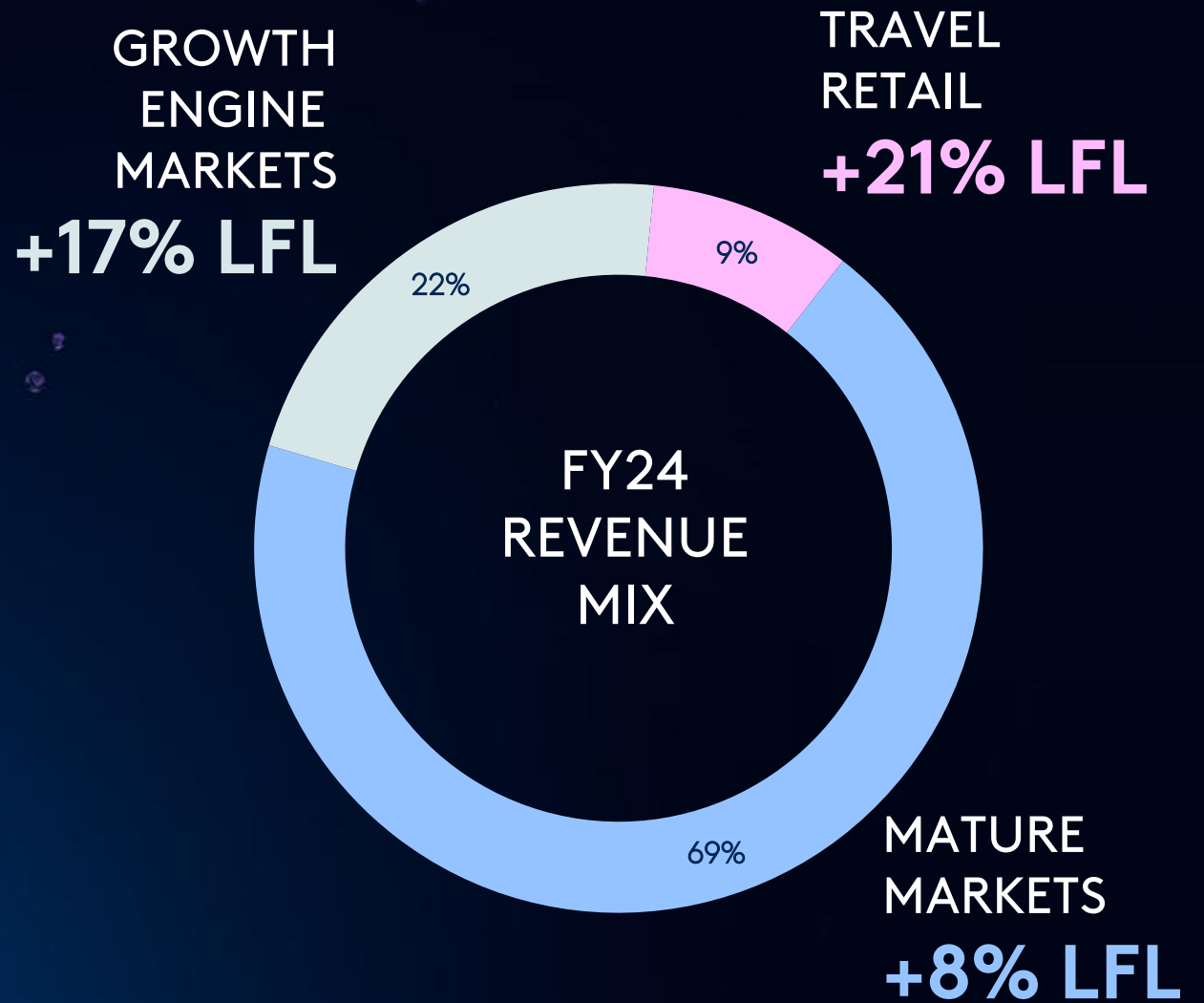
E-COMMERCE
~20% LFL YoY



BRICK & MORTAR
~9% LFL YoY

GROWTH IN MATURE AND GROWTH ENGINE MARKETS & CHANNEL

FY24 LFL GROWTH



LFL results for FY24 included a contribution from the Argentina hyperinflationary environment of 4% for growth engine markets.

Growth engine markets include Brazil, Mexico, the rest of LATAM, India, China, North Asia, Southeast Asia, Africa, and the Middle East. Travel Retail includes Travel Retail sales in all three regions. Mature Markets encompasses all other sales.

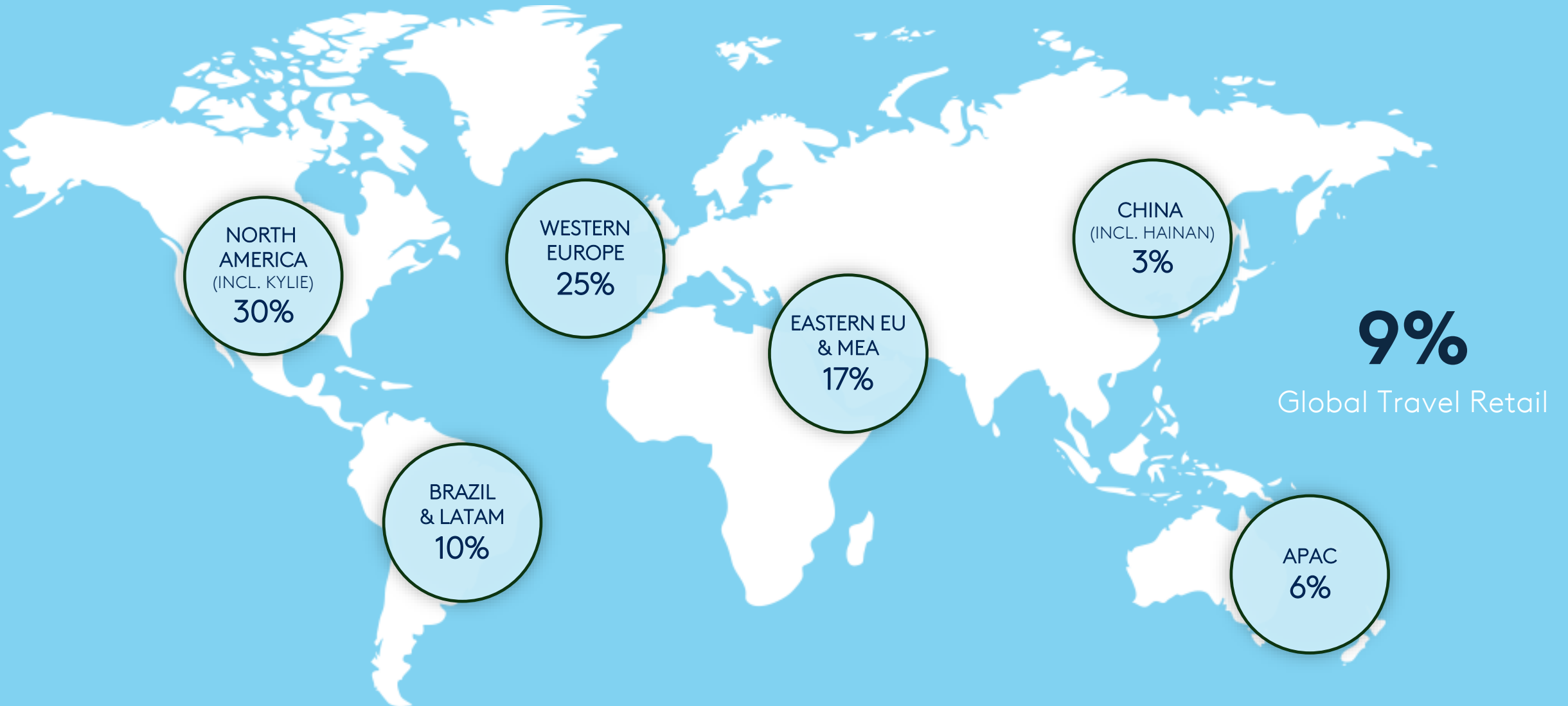
PORTFOLIO ADAPTABLE TO DIVERGING CONSUMER PRICE TRENDS



REGIONAL DIVERSIFICATION LIMITS GEOPOLITICAL RISK



FY24 REVENUE MIX



UNRIVALED
FRAGRANCE EXPERTISE



2



FY24 INNOVATION

**BURBERRY
GODDESS**

#1

**FEMALE FRAGRANCE
LAUNCH IN FY24**





FY24 INNOVATION

MARC JACOBS
DAISY WILD

#1

FEMALE
LAUNCH CYTD





FY24 INNOVATION

**COSMIC KYLIE
JENNER**

#1

**FEMALE LAUNCH
CYTD BY VOLUME**





FY25 INNOVATION

GUCCI FLORA
ORCHID

NOW #1

FEMALE FRAGRANCE
AT SEPHORA
WORLDWIDE

SlidesCorner

FY25 INNOVATION

ADIDAS VIBES

**A GAME-CHANGING
MASS FRAGRANCE**





ICONIC BRANDS PROPELLED BY GROWTH PLAYBOOK

3

RIMMEL STEP-CHANGING SOCIAL MEDIA IMPACT & MARKET SHARE

EMV

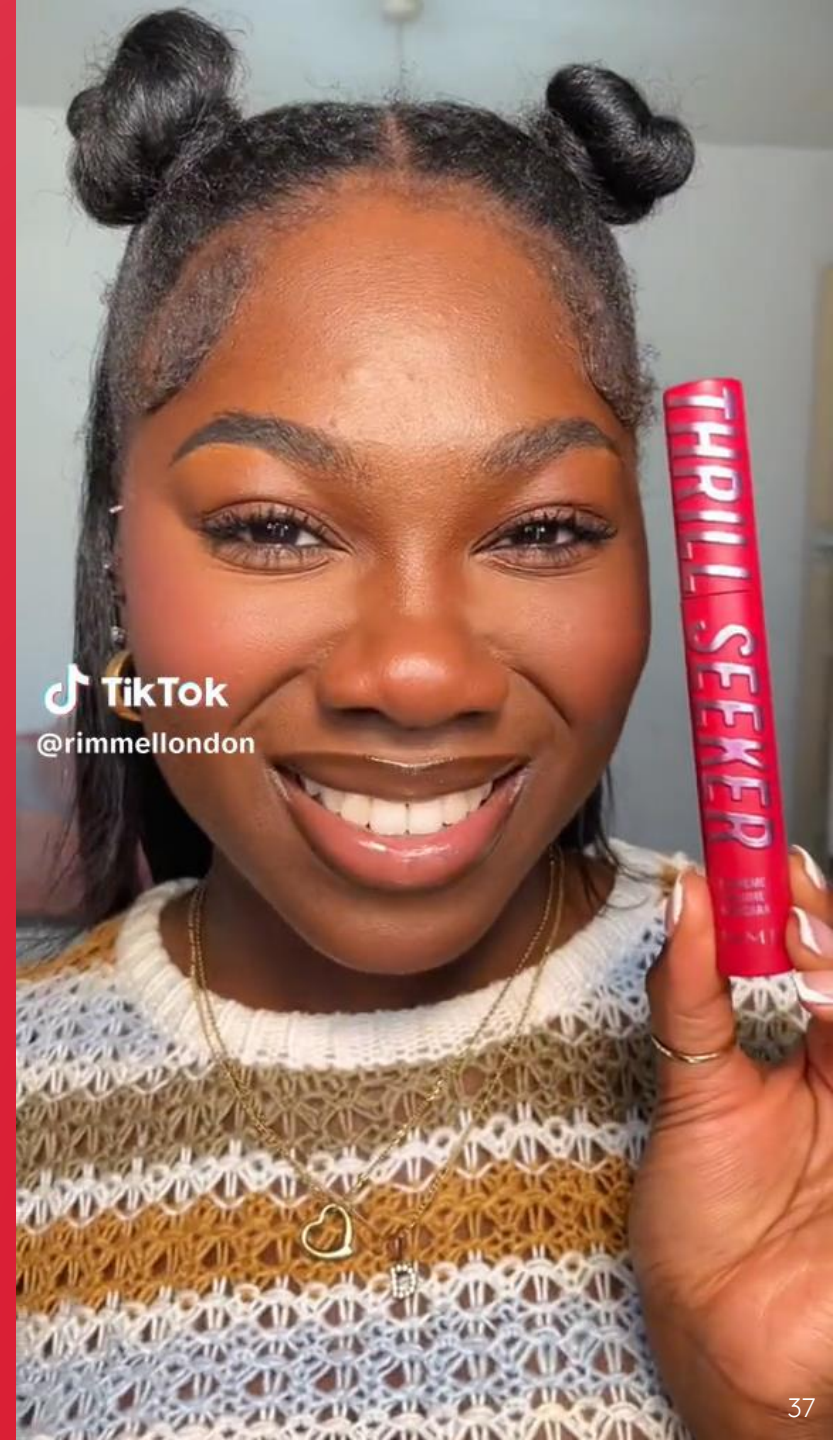
4X YOY

TO
#4 RANK

GLOBAL MARKET
SHARE

GROWING

L6M



COVERGIRL STEP-CHANGING SOCIAL MEDIA & MARKET SHARE

EMV

6X YOY

TO

#5 RANK

OMNICHANNEL
MARKET SHARE

GROWING

L3M



NEXT STEP: ACTIVATING AGILE INNOVATION MODEL





**SIGNIFICANT
GROWTH OPPORTUNITIES**

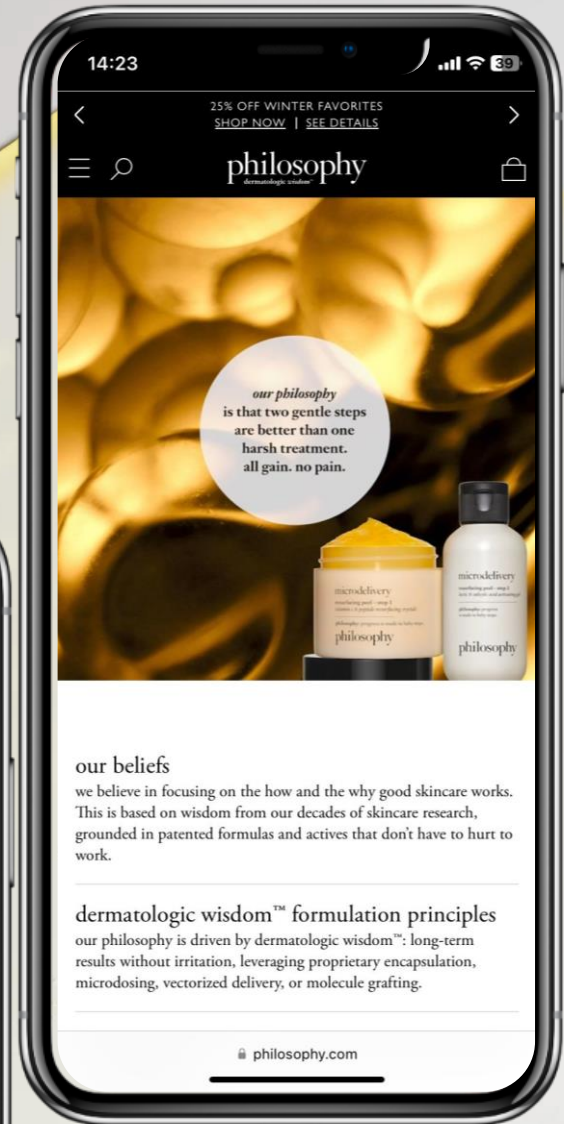
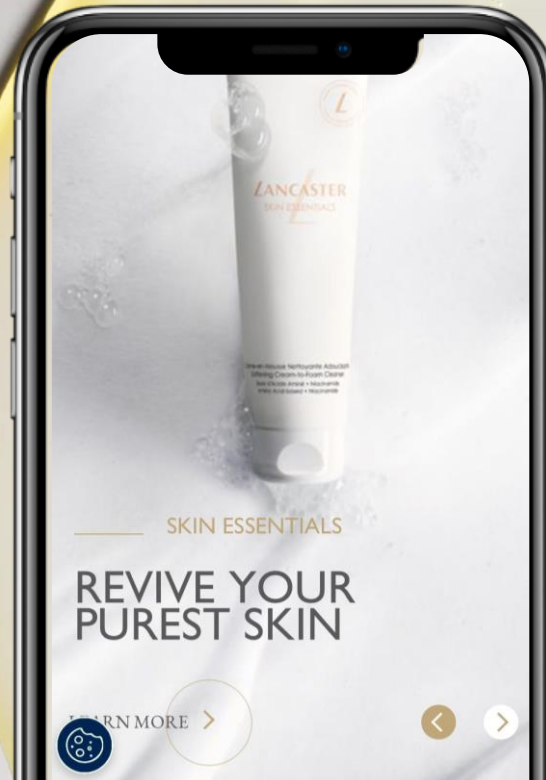
4

BOOMING IN E-COMMERCE

~20%
of Coty's sales

>20%
LFL in FY24

E-com penetration and contribution based on countries where e-com info is available covering approx. 86% of total Coty.
Sources: Circana (Prestige) and Nielsen (CB) May 2024. Additionally, the data includes estimated data for Brick and Click sales, which is subject to change.



BOOMING IN TRAVEL RETAIL

~9%

of Coty's sales

>20%

LFL in FY24



ACCELERATING IN SKINCARE

~4%

of Coty's sales

>10%

growth in core
skincare lines

~\$70B

Market



ACCELERATING IN PRESTIGE COSMETICS

~4%

of Coty's sales

+DD%

LFL in FY24

~\$30B

Market

GLOSS HOOP



ACCELERATING IN ULTRA PREMIUM FRAGRANCES



~1%

of Coty's sales

+10%

LFL in FY24

>\$4B

Market

ACCELERATING IN ENTRY PRESTIGE

>20%

of Coty's sales

+DD%

LFL in FY24



Includes the following brands: Calvin Klein, Davidoff and Hugo Boss (excluding ultra-premium Boss Collection).

EXPANDING IN GROWTH ENGINE MARKETS



~22%

of Coty's sales



+17%

LFL in FY24

STRONG INNOVATION PIPELINE FOR FY25



FY25 REVENUE GROWTH FRAMEWORK

MATURE MARKETS



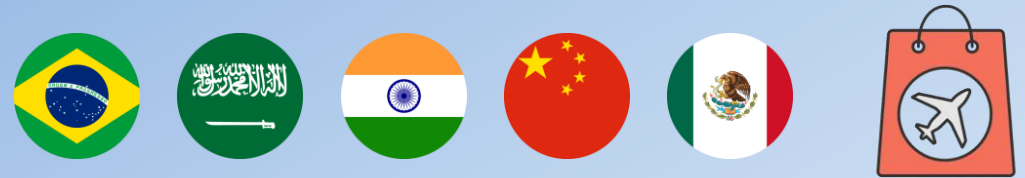
< 70%
OF SALES

+MID-SINGLE-DIGIT %

FY25 GROWTH OUTLOOK

FY25 REVENUE GROWTH FRAMEWORK

GROWTH ENGINE MARKETS & CHANNELS



> 30%
OF SALES

+DOUBLE-DIGIT %
FY25 GROWTH OUTLOOK

COTY



**ONE OF THE
MOST
COMPELLING
INVESTMENT
OPPORTUNITIES
IN BEAUTY**

APPENDIX

ADJUSTED EPS DELIVERY

	Q4	FY24
ADJUSTED EBITDA	165	1,091
DEPRECIATION	(57)	(228)
NET INTEREST	(62)	(252)
INCOME TAX	(28)	131
OTHER	(95)	(144)
ADJ PREFERRED DIVIDEND	(3)	(13)
DILUTED SHARE COUNT	876M	883M
DILUTED ADJUSTED EPS *	(0.03)	0.37
DILUTED ADJ EPS EXCL. EQUITY SWAP	0.07	0.48

* Diluted adjusted EPS calculated under the "if-converted" method for the Convertible Preferred Stock Figures may not foot due to rounding

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 (including the extent, timing and concentration of revenue, expense and profit trends, gross margin trends, changes in operating cash flows and cash flows from operating activities and investing activities, expected drivers of sales and/or profitability in future periods, volume and mix trends, savings targets, expected future tax rates, the impact of currency exchange rate volatility, expectations for inflation and the impact of inflationary pressures, and the expected timing and impact of pricing and other measures to offset inflationary pressures), Coty'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 impact of social media advocacy strategy, expected shelf space, restocking and sell-out trends, plans with respect to research and development and innovation pipeline, allocation, amount and timing of research and development investments and expected impact thereof, allocation and amount of investments in growth capabilities and teams (including skincare, digital and DTC) and expected impact thereof, 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), ongoing and future cost efficiency, optimization and restructuring initiatives and programs and related savings targets, strategic transactions (including their expected timing and impact), and synergies, savings, performance, cost, timing and integration of acquisitions and investments, plans with respect to opportunities to leverage assets including through public offerings, expectations and/or plans with respect to joint ventures (including Wella, any potential future, full or partial, divestiture, and the timing and size of any such divestiture, related distribution or return of capital or other use of proceeds), Coty's capital allocation strategy and payment of dividends (including suspension of dividend payments and the duration thereof, and any plans to resume cash dividends on common stock or continue to pay dividends in cash on preferred stock), future share repurchases and costs thereof and timing and amount of expected future outstanding share count reductions, future cash flows, liquidity and borrowing capacity (including any debt refinancing or deleveraging activities), timing and size of cash outflows and debt deleveraging, the timing and extent of any future impairments, synergies, savings, impact, cost, timing and implementation of Coty's ongoing transformation agenda (including operational execution and simplification initiatives, cost reductions and supply chain changes), expected 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 wind down of Coty's operations in Russia (including timing and expected impact), 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), inventory levels and excess & obsolescence trends, expectations regarding economic recovery in Asia and the related impact on our plans for growth in China), the impact of the dual-listing on Euronext Paris, 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; the timing, costs and impacts of future divestitures (and the amount and use of proceeds from any such transactions); the integration of 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; 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, 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 its strategic transformation agenda; any unanticipated problems, liabilities or integration or other challenges associated with a past or future acquired business, joint ventures or strategic partnerships 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; currency exchange rate volatility and currency devaluation and/or inflation; 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; the impact of public health events; 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); Coty's ability to retain and attract key personnel; 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 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 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.

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, adjusted operating income, adjusted operating income margin, adjusted gross margin, as well as adjusted earnings before interest, taxes, depreciation and amortization ("adjusted EBITDA"), adjusted EBITDA margin, adjusted EPS, 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, stock-based compensation, costs related to market exit, loss on early extinguishment of debt, asset impairment charges, 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" 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. "Adjusted operating income margin" and "adjusted EBITDA margin" are calculated by dividing Adjusted operating income and Adjusted EBITDA, respectively, by net revenues. 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 20, 2024.

Outlook Information

In this presentation, Coty presents outlook information as of August 20, 2024.