

# MOODY'S

## INVESTORS SERVICE

### CREDIT OPINION

26 November 2019

#### Update

 Rate this Research

#### RATINGS

##### Coty Inc.

Domicile	United States
Long Term Rating	B2
Type	LT Corporate Family Ratings
Outlook	Negative

Please see the [ratings section](#) at the end of this report for more information. The ratings and outlook shown reflect information as of the publication date.

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## Coty Inc.

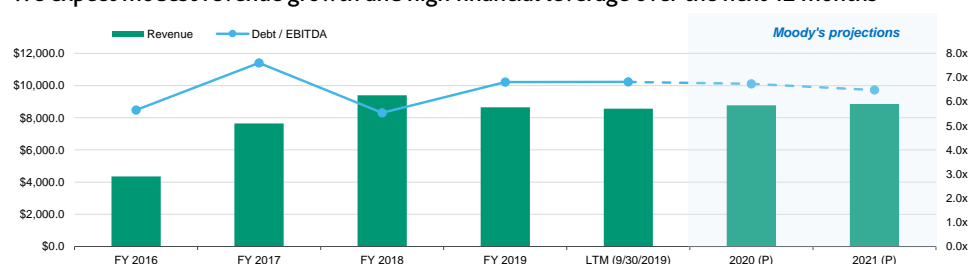
### Update following outlook change to negative

#### Summary

Coty's credit profile reflects the company's high pro-forma enterprise financial leverage with debt to EBITDA, estimated at about 7.3x. High financial leverage, in part, reflects Coty's recently announced \$600 million debt financed acquisition of a 51% majority interest in Kylie Cosmetics. It also reflects earnings weakness due to the lackluster demand for the company's US consumer beauty products. We expect that Coty will generate weak free cash flow over the next several quarters due to its ongoing restructuring costs and dividends. We recognize Coty's concentration in fragrance and color cosmetics. This concentration creates exposure to discretionary consumer spending. It also requires continuous product and brand investment to minimize revenue volatility as these categories tend to be more fashion driven than other beauty products. Coty will remain more concentrated than its primary competitors in mature developed markets. This creates growth challenges and investment needs to more fully build its global distribution capabilities and brand presence. Tempering these risks are the company's large scale, its portfolio of well-recognized brands, and good product and geographic diversification. We expect that Coty will generate modest revenue and organic earnings growth over the next year.

Exhibit 1

#### We expect modest revenue growth and high financial leverage over the next 12 months



All figures and ratios are calculated using Moody's estimates and standard adjustments. Moody's Forecasts (f) or Projections (P) are Moody's opinion and do not represent the views of the issuer. Periods are Financial Year-End unless indicated. LTM = Last Twelve Months.

Source: Moody's estimates, Moody's Financial Metrics™

#### Credit strengths

- » Large scale and well-recognized brands in several beauty categories
- » Continued good growth from the luxury and professional segments
- » Strong public commitment to reducing net leverage to below 3.0x debt to EBITDA

## Credit challenges

- » High financial leverage and weak cash flow
- » Continued weak demand in the company's consumer beauty products
- » Concentration in volatile fragrance and color cosmetics categories
- » Slow organic growth and need for constant innovation driven by portfolio composition
- » Global diversification skewed towards slower growth mature developed markets

## Rating outlook

The negative outlook reflects our view that Coty's financial leverage will increase following its announced debt financed acquisition of a 51% majority interest in Kylie Cosmetics. These actions contrast with our expectation that the company would refrain from making acquisitions, but would instead focus on deleveraging through debt reduction and some EBITDA growth. The outlook also reflects our belief that Coty faces high execution risk. This is due to the company's multi-step turnaround plan that includes the divestiture of its Professional and Hypermarcus businesses, proceeds of which management has stated will be used to repay debt, as well as the turnaround of its Consumer Beauty business.

## Factors that could lead to an upgrade

- » Meaningful improvement to operating performance
- » Debt/EBITDA (inclusive of the JAB term loan) sustained below 5.5x
- » Positive free cash flow

## Factors that could lead to a downgrade

- » Inability to generate positive free cash flow over the next 12-18 months
- » Debt/EBITDA (inclusive of the JAB term loan) sustained above 6.5x
- » Deterioration in liquidity
- » Aggressive debt funded acquisitions or shareholder returns

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on [www.moody's.com](http://www.moody's.com) for the most updated credit rating action information and rating history.

## Key indicators

### Key Indicators

Coty Inc.

US Millions	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	PF LTM (9/30/2019)*	6/30/2020P	6/30/2021P
Revenue	\$4,395.2	\$4,349.1	\$7,650.3	\$9,398.0	\$8,648.5	\$8,742.0	\$8,769.6	\$8,857.3
EBIT Margin %	11.8%	12.6%	5.3%	7.2%	7.3%	7.4%	8.5%	8.7%
Debt / EBITDA	3.8x	5.7x	7.6x	5.5x	6.8x	7.3x	6.7x	6.5x
RCF / Net Debt	19.5%	6.1%	-4.9%	4.3%	5.3%	5.8%	6.1%	10.4%
EBIT / Interest Expense	5.1x	3.8x	1.6x	1.9x	1.7x	1.7x	2.0x	2.1x

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The debt to EBITDA includes the \$1.77 billion JAB Holding company S.a.r.l. term loan used by JAB to increase its ownership of Coty to 60% from 40%, as well as the \$600 million in debt used by Coty to acquire the 51% majority interest in Kylie Cosmetics.

\*Pro Forma for the acquisition of a 51% majority interest in Kylie Cosmetics

Source: Moody's Financial Metrics™, Moody's estimates

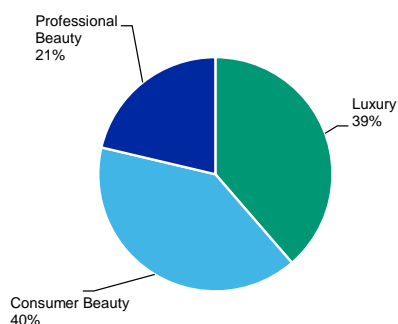
## Profile

Coty Inc., a public company headquartered in New York, NY, is one of the leading manufacturers and marketers of fragrance, color cosmetics, and skin and body care products. The company's products are sold in over 150 countries. Coty generates roughly \$8.6 billion in annual revenues. Coty is 60% owned by a German based investment firm, JAB Holding Company S.a.r.l. (JAB), with the rest publicly traded.

Exhibit 3

### Revenue by segment

Twelve months ended September 30, 2019

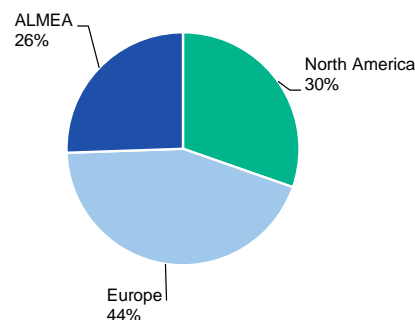


Source: Company filings

Exhibit 4

### Revenue by geography

Twelve months ended September 30, 2019



Note: ALMEA represents Asia, Latin America, the Middle East, Africa and Australia

Source: Company filings

## Detailed credit considerations

### High financial leverage

Coty's enterprise debt to EBITDA will be high at approximately 7.3x. High financial leverage will be a reflection of Coty's recently announced \$600 million debt financed acquisition of a 51% majority interest in Kylie Cosmetics. Debt also includes the \$1.77 billion term loan that JAB incurred in 2019 in order to increase its ownership in Coty from 40% to 60%. While the term loan is not a direct obligation of Coty, we include it in total enterprise debt to reflect that the ultimate source of repayment are cash flows generated by Coty. The JAB debt can also be repaid through the subsequent sale of Coty's shares, and stock price appreciation of those shares will in part reflect Coty's operating performance.

Financial leverage will also remain high due to earnings and cash flow weakness in the company's consumer beauty business. Low earnings growth will reflect lackluster demand for the company's domestic consumer beauty products, which represents about 37% of sales.

#### **Ambitious global restructuring carries high execution risk**

Coty's announced restructuring will carry high execution risks given the company's historical execution challenges. Execution risks reflect the company's multi-step turnaround plan that includes the divestiture of its Professional and Hypermarcus businesses, proceeds of which management says will be used to repay debt, as well as the turnaround of its Consumer Beauty business. The company will restructure its consumer beauty and fragrance businesses, which will include work force and product offering reductions. The company will also create regional commercial teams in the Americas, Asia Pacific, and Europe, Middle East and Africa (EMEA) with marketing units for luxury and consumer beauty. Coty will spend \$600 million through 2023 on this turnaround plan, which is in addition to about \$160 million of ongoing restructuring costs. Coty expects the restructuring program to generate about \$200 million in annual cost savings, a meaningful improvement in operating margins to about 14% to 16% (as compared to about 11% today) and free cash flow of about \$1.0 billion by 2023. These improvements are back ended, and given the company's track record, success remains uncertain.

#### **Weak free cash flow**

We expect Coty to generate weak, although positive, free cash flow over the next year. Free cash flow will be adversely impacted by the company's low sales and earnings growth. We estimate that the company will generate free cash flow of about \$35 million after dividends over the next year. We believe free cash flow will improve over time as the company stabilizes its operations and completes its restructuring program.

#### **Concentration in volatile fragrance and cosmetics categories**

Coty will continue to face risks associated with its significant reliance on revenues from the fragrance and color cosmetics categories, which tend to be volatile and vulnerable to fashion risk. We expect more volatility in these categories than in other consumer packaged goods sectors. To generate growth, Coty will have to continually reinvest and launch successful new products given its exposure to fashion driven fragrance (especially, designer brands) and color cosmetic products. Succeeding in an industry with high fashion risk requires continual investment in product development and brand support to sustain market share.

#### **Good geographic diversification, but skewed towards developed markets**

Coty will have good presence in large key beauty markets, including the U.S., the U.K., Russia and Italy. However its geographic diversity is skewed toward developed markets. This puts the company at a disadvantage compared to peers with higher exposure to emerging markets. Around 74% of the company's revenues are generated from North America and Europe, presenting growth challenges in highly competitive markets. Only 26% of revenues are generated from developing markets including Asia, Latin America, the Middle East, Africa and Australia. That said the company has announced plans to focus on increasing sales from developing markets over time.

#### **Large scale and well recognized brands in several categories**

Coty will enjoy good scale relative to its peers in the beauty category. The company's mass consumer beauty products compete against those at Revlon (Caa1 negative; \$2.5 billion in revenue). In contrast, some of Coty's luxury skin care and fragrance products compete against those at Estee Lauder (A1 stable; \$15.2 billion). Scale benefits include leverage with suppliers and marketing efficiencies. Scale will also favorably affect the company's ability to obtain favorable terms with distributors, and create marketing efficiencies. The company's product portfolio enjoys good brand name recognition.

#### **Environmental, social and governance considerations**

The consumer packaged goods industry has relatively low environmental and social risk. That said the two most important Environmental, Social and Governance (ESG) factors affecting Coty are social risks and governance considerations related to its financial policies and board independence.

Social considerations impact Coty in several ways. First, Coty is a "beauty" company. It sells products that appeal to customers almost entirely due to "social" considerations. That is, such products such as makeup and cologne that help individuals fit into society and comply with social mores and customs. Hence social factors are the primary driver of Coty's sales, and hence the primary reason it exists. To the extent such social customs and mores change, it could have an impact – positive or negative – on the company's sales

and earnings. For instance, as demand for beauty products sold at mass retail has declined in favor of beauty products sold at specialty retailers, such as Sephora and Ulta, Coty's sales and earnings have suffered. The decline in sales and earnings reflects the fact that nearly 50% of the company's sales are sold at mass. The company also engages with social media influencers, which is in line with demographic and societal trends. While negative product reviews for the company have historically been modest, we recognize that a high number of adverse product reviews could negatively impact product demand.

We view Coty's financial policies as aggressive given its appetite for debt financed acquisitions. In addition, the company's board of directors has limited independence given that four of the nine board members are related to JAB, Coty's majority shareholder.

### Liquidity analysis

The SGL-4 Speculative Grade Liquidity Rating reflects our view that Coty's liquidity is weak. Coty's ongoing restructuring actions will consume large amounts of cash and we expect the company to generate modest free cash flow in 2020. The company relies on a \$2.75 billion secured revolving credit facility that had \$966 million drawn as of September 30, 2019. We expect the revolver to be used to fund the acquisition of Coty's 51% majority interest in Kylie Cosmetics and the company's dividend in 2020. The revolver is subject to a total net leverage financial covenant of 5.25x debt to EBITDA with step downs starting in March 2022. We project that the company will have weak headroom under the total net leverage covenant over the next 12 months.

Assets are divisible as Coty could sell individual brands without materially affecting its remaining operations. However, alternate liquidity is limited because all material assets are pledged to Coty's bank credit facilities (revolver and term loan).

### Structural considerations

The Ba3 rating on Coty's senior secured debt is two notches higher than the B2 CFR and reflects cushion provided by the company's junior debt. The junior debt includes Coty's unsecured notes as well as the JAB term loan. The JAB term loan is non-recourse to Coty. The debt was issued by Cottage Holdco B.V., which is an indirect subsidiary of JAB and the parent company of Coty. The term loan has no guarantees from JAB and is secured by 451 million shares of Coty. The debt is to be serviced through dividends paid by Coty to JAB and repaid through the sale of Coty shares securing the JAB term loan.

The Caa1 rating on the unsecured notes is two notches lower than the CFR. This reflects about \$6.9 billion of secured debt that ranks ahead of the unsecured notes in the capital structure. The notes benefit from upstream guarantees from Coty's domestic subsidiaries.

### Rating methodology and scorecard factors

The mapping to the rating grid in Moody's Global Packaged Goods methodology (January 2017) is shown below, including a 12-18 month forward view. The projected grid-indicated rating of Ba2 is higher than the actual rating of B2. The difference primarily relates to our concerns regarding how quickly Coty will be able to stabilize its operations.

## Rating Factors

Coty Inc.

## Consumer Packaged Goods Industry Scorecard [1][2]

Current  
LTM 9/30/2019Moody's 12-18 Month Forward View  
As of 11/22/2019 [3]

Factor 1 : Scale and Diversification (44%)	Measure	Score
a) Total Sales (USD Billion)	\$8.6	Baa
b) Geographic Diversification	A	A
c) Segmental Diversification	Ba	Ba
<b>Factor 2 : Franchise Strength and Potential (14%)</b>		
a) Market Share	Ba	Ba
b) Category Assessment	Ba	Ba
<b>Factor 3 : Profitability (7%)</b>		
a) EBIT Margin	7.5%	B
<b>Factor 4 : Financial Policy (14%)</b>		
a) Financial Policy	Ba	Ba
<b>Factor 5 : Leverage and Coverage (21%)</b>		
a) Debt / EBITDA	6.8x	Caa
b) RCF / Net Debt	5.9%	Caa
c) EBIT / Interest Expense	1.7x	B
<b>Rating:</b>		
a) Indicated Outcome from Scorecard		Ba2
b) Actual Rating Assigned		

Measure	Score
\$8.9	Baa
A	A
Ba	Ba
Ba	Ba
Ba	Ba
8.7%	B
Ba	Ba
6.5x	Caa
10.4%	B
2.1x	Ba
	Ba2
	B2

[1] All ratios are based on 'Adjusted' financial data and incorporate Moody's Global Standard Adjustments for Non-Financial Corporations.

[2] As of 9/30/2019(L); Source: Moody's Financial Metrics™

[3] This represents Moody's forward view; not the view of the issuer; and unless noted in the text, does not incorporate significant acquisitions and divestitures

Source: Moody's estimates, Moody's Financial Metrics™

## Appendix

Exhibit 6

## Peer Snapshot

Coty Inc.

	Coty Inc. B2 Negative			Avon Products, Inc. B1 RUR-UNC			Church & Dwight Co., Inc. A3 Stable			Revlon Consumer Products Caa1 Negative			Clorox Company (The) Baa1 Stable		
(in US millions)	FYE Jun-18	FYE Jun-19	LTM Sep-19	FYE Dec-17	FYE Dec-18	LTM Sep-19	FYE Dec-17	FYE Dec-18	LTM Sep-19	FYE Dec-17	FYE Dec-18	LTM Jun-19	FYE Jun-18	FYE Jun-19	LTM Sep-19
Revenue	\$9,398	\$8,649	\$8,560	\$5,716	\$5,403	\$4,951	\$3,776	\$4,146	\$4,288	\$2,694	\$2,565	\$2,520	\$6,124	\$6,214	\$6,157
EBITDA	\$1,581	\$1,529	\$1,515	\$468	\$311	\$381	\$938	\$965	\$1,045	\$313	\$258	\$316	\$1,406	\$1,387	\$1,377
Total Debt	\$8,756	\$8,880	\$8,812	\$2,246	\$1,889	\$2,002	\$2,477	\$2,207	\$2,371	\$3,261	\$3,452	\$3,472	\$2,947	\$3,199	\$3,272
Cash & Cash Equiv.	\$332	\$340	\$350	\$882	\$533	\$564	\$279	\$317	\$115	\$87	\$87	\$63	\$131	\$111	\$150
EBIT Margin	7.2%	7.3%	7.5%	5.2%	2.9%	4.7%	20.9%	19.3%	20.1%	4.7%	1.9%	4.1%	19.0%	18.4%	18.4%
EBIT / Int. Exp.	1.9x	1.7x	1.7x	1.9x	1.0x	1.5x	14.4x	9.7x	10.5x	0.7x	0.2x	0.4x	11.3x	10.0x	9.9x
Debt / EBITDA	5.5x	5.8x	5.8x	4.8x	6.1x	5.3x	2.6x	2.3x	2.3x	10.4x	13.4x	11.0x	2.1x	2.3x	2.4x
RCF / Net Debt	4.3%	6.4%	7.1%	36.8%	14.5%	18.1%	23.3%	29.5%	27.2%	1.0%	0.3%	2.2%	24.4%	18.3%	17.9%
FCF / Debt	-5.4%	-1.9%	0.4%	8.7%	0.8%	-0.1%	18.0%	22.2%	22.0%	-7.5%	-6.4%	-1.6%	12.0%	11.2%	10.4%

Note: All figures and ratios calculated using Moody's estimates and standard adjustments. FYE = Financial Year End. LTM = Last 12 Months.

Source: Moody's Financial Metrics™

Exhibit 7

### Moody's-Adjusted Debt Breakdown Coty Inc.

	FYE Jun-15	FYE Jun-16	FYE Jun-17	FYE Jun-18	FYE Jun-19	LTM Sep-19
(in US Millions)						
<b>As Reported Debt</b>	<b>2,634.7</b>	<b>4,098.2</b>	<b>7,137.4</b>	<b>7,524.3</b>	<b>7,663.7</b>	<b>7,638.9</b>
Pensions	166.1	190.1	493.9	489.4	540.8	540.8
Operating Leases	318.8	404.9	653.2	643.9	593.1	554.4
Non-Standard Adjustments	0.0	71.9	78.2	98.9	82.1	77.6
<b>Moody's-Adjusted Debt</b>	<b>3,119.6</b>	<b>4,765.1</b>	<b>8,362.7</b>	<b>8,756.5</b>	<b>8,879.7</b>	<b>8,811.7</b>

All figures and ratios calculated using Moody's estimates and standard adjustments. FYE = Financial Year End. LTM = Last 12 Months.

Source: Moody's Financial Metrics™

Exhibit 8

### Moody's-Adjusted EBITDA Breakdown Coty Inc.

	FYE Jun-15	FYE Jun-16	FYE Jun-17	FYE Jun-18	FYE Jun-19	LTM Sep-19
(in US Millions)						
<b>As Reported EBITDA</b>	<b>535.6</b>	<b>483.7</b>	<b>116.7</b>	<b>871.6</b>	<b>-2,739.6</b>	<b>-2,609.0</b>
Pensions	9.4	7.4	20.9	6.6	-1.1	-2.5
Operating Leases	87.1	82.5	166.1	208.2	197.7	180.0
Unusual	187.1	269.5	796.0	495.0	4,071.5	3,946.9
<b>Moody's-Adjusted EBITDA</b>	<b>819.2</b>	<b>843.1</b>	<b>1,099.7</b>	<b>1,581.4</b>	<b>1,528.5</b>	<b>1,515.4</b>

All figures and ratios calculated using Moody's estimates and standard adjustments. FYE = Financial Year End. LTM = Last 12 Months.

Unusual items include impairment charges and one-time restructuring charges.

Source: Moody's Financial Metrics™

## Ratings

Exhibit 9

Category	Moody's Rating
<b>COTY INC.</b>	
Outlook	Negative
Corporate Family Rating	B2
Sr Sec Bank Credit Facility	Ba3/LGD2
Senior Unsecured	Caa1/LGD5
Speculative Grade Liquidity	SGL-4
<b>GALLERIA CO.</b>	
Outlook	Stable
Sr Sec Bank Credit Facility	Ba2/LGD3

Source: Moody's Investors Service

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