

COTY

C O T Y

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Renato Semerari

President Coty Beauty

LETTER OF REFERENCE

Thomas E. Wenzel, born 13.10.1957, acted as CEO of Dr. Scheller Cosmetics AG in Eislingen/Germany during the whole M&A-process which finally resulted into a share purchase agreement signed between Kalina Concern/Ekaterinburg and COTY Inc., New York in November 2010, successfully closed on January 3, 2011.

During intensive management presentations and Q&A expert sessions, Thomas could quickly gain the entire respect of the international Coty acquisition taskforce as well as of Coty Top Management. He was able to add a high level of credibility to the overall company picture which was clearly instrumental in finally making the deal happen.

After the closing we were happy to rely on him not only for keeping the operational business running (which he did extremely well), but also for the following key projects until the merger with Coty Germany taking place end of June 2011:

- Shutdown of the operations in Eislingen (under German law "Betriebsschließung/ Interessenausgleich/ Sozialplan")
- Transition of distribution brands Max Factor, Old Spice and Dr. Scheller to new distribution partners resp. owners
- Termination and transfer of distribution contracts
- Integration concepts and support for main functions to be transferred to Coty

Throughout these 6 months of working for Coty, Thomas demonstrated his pragmatic, results-oriented business style, his excellent cross-culture leadership as well as his ability in quickly integrating himself in a new group while keeping his team motivated and performing despite a high level of stress. In a nutshell, Thomas proved to be an outstanding team player and business leader.

We have known him as a hard working real professional and would highly recommend him for any senior management position.



Renato Semerari
President Coty Beauty