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C O T Y
COTY BEAUTY LANCASTER GROUP

PETER HARF
CHAIRMAN

To Whom It May Concern,

For almost seven years, Raymond Nadeau has been one of the chief sources of innovation and creative evolution at Coty Inc., working globally with both Coty Beauty and the Lancaster Group. His aesthetic sense, intuitive cultural insight, creative direction, particularly his outstanding copy, has helped recreate a company that has almost doubled in size since his arrival. He has literally touched all of our brands, as well as helping to reshape our corporate identity. He has, across the board, been one of the driving forces behind much of the creative upgrade and current aesthetic and conceptual excellence associated with many of our brands. He has even been a pivotal part of our licensing and acquisition effort. Based on his early advocacy of what we have at Coty have come to refer to as Living Brands and Living Media, he has changed the way we view our business, select our media, develop our creative and evaluate market opportunities.

This thinking and his encouragement has directly or indirectly helped create brands such as Jennifer Lopez, Celine Dion, Baby Phat and many more. Also, his negotiation of the Lycra license has yielded astounding results in our Rimmel and Astor color cosmetics business. Working in some instances directly with the CEO, he has also supported both creative evaluation and proposed potential future conceptual creative for the brands included in Coty's recent acquisition of the bulk of Unilever's prestige fragrance division. His work on Nautica is his most impressive example. He has, in addition, lent his creative expertise to many of our existing pillars such as Davidoff Cool Water and even named one of our very successful new launches, Davidoff Deep. He has also helped our adidas team reposition adidas toiletries along the lines of authentic sporting equipment and championed the extensive use of a technology he named, Smart Molecule Technology.

Raymond truly epitomizes the rather unorthodox title of Vice President of New Ideas, Global Creative Director, and would be a tremendous asset to any company requiring the rare combination of strategic messaging as well as the ultimate in consumer-relevant, design, branding and advertising. He is a Creative Director with a keen intuitive understanding of business needs and the competitive environment.

To a large degree, our brands operate autonomously with regard to their choice of creative partners. This is based upon varying strategies linked to the nature of each brand's audience/character and creative expectations. Raymond has been able to work within this complex environment and effect profound creative improvement and enhanced innovation.

Personally speaking, it would delight me to see Raymond and whomever he creatively collaborates with, once again lending his brilliant creative mind to any of the Coty Beauty, Coty Prestige (formerly the Lancaster Group of Coty Inc.) or Reckitt Benckiser brands.

I cannot recommend Raymond highly enough.

Sincerely,


Dr. Peter Harf.
Chairman Coty Inc, Vice Chairman Reckitt Benckiser