THE ESTĒE LAUDER COMPANIES INC.

The Global House of Prestige Beauty

2025 | INVESTOR FACT SHEET | NYSE:EL

ESTĒE LAUDER COMPANIES

BEAUTYREIMAGINED

IN FISCAL 2025 WE INTRODUCED OUR STRATEGIC VISION

Accelerate Best-in-Class Consumer Coverage

Rapidly expand our portfolio presence in consumer-preferred, high-growth channels, markets, media and prestige price tiers.

Create Transformative Innovation

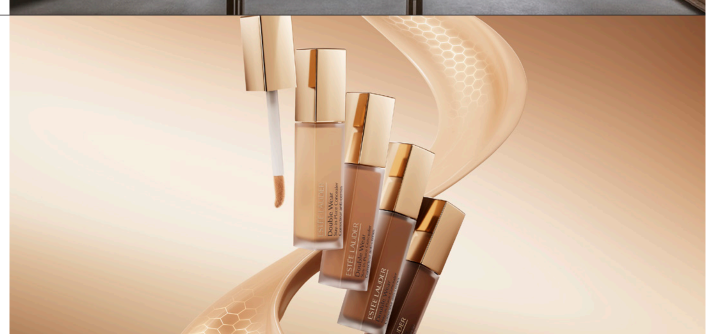
Step-change innovation across prestige price tiers, to deliver fast-to-market, on-trend innovation focused on in-demand subcategories, benefits, and occasions.

Boost Consumer-Facing Investments

Increase visible advertising, optimize marketing programs and eliminate low-return activities to accelerate new consumer acquisition.

Fuel Sustainable Growth Through Bold Efficiencies

Expand Profit Recovery & Growth Plan to address the impact of volume deleverage and fund consumer-facing investments.



Reimagine the Way We Work

Remove complexity and simplify how we work.

$14.33
Billion in net sales:
International 74%; U.S. 26%

4 Major Product Categories
Skin Care, Makeup,
Fragrance, Hair Care

~150
Countries & Territories

FISCAL 2025 SPOTLIGHT

- Net sales declined 8%, diluted net loss per common share of $(3.15) compared with diluted net earnings of $1.08 in the prior year. Organic net sales declined 8%*, adjusted diluted EPS decreased 42%*.
- Stéphane de La Faverie was promoted to President and Chief Executive Officer, effective January 2025, and Akhil Shrivastava was promoted to Executive Vice President and Chief Financial Officer, effective November 2024
- We introduced Beauty Reimagined in February 2025, our strategic vision to restore sustainable sales growth and achieve a solid double-digit adjusted operating margin over the ensuing few years
- Fragrance was our best-performing product category in organic net sales growth, driven by Le Labo, our best-performing brand across the entire portfolio
- We extended our consumer reach with The Ordinary debuting in Thailand, mainland China, Turkey, and Brazil; La Mer launching in India; and Le Labo entering Brazil and Turkey, while also opening flagship stores in Beijing and Seoul
- We opened more storefronts in Amazon's U.S. Premium Beauty store, reaching 11 by the end of the fiscal year, and opened our first storefronts in Amazon's Canada Premium Beauty store with Clinique, Estée Lauder and Aveda
- We expanded on Shopee and TikTok Shop in Southeast Asia, with Clinique, Estée Lauder, M·A·C, and The Ordinary, while The Ordinary led our brand portfolio in launching on TikTok Shop in the U.K.

*Please refer to the GAAP reconciliation on the Investors portion of our website

Recognized by CDP with ratings of
A in Climate
A- in Water
B in Forests
for 2024

Recognized by Barron's
as one of the
100 Most Sustainable U.S. Companies
in 2025

The Human Rights Campaign (HRC) named The Estée Lauder Companies as a
"Best Place to Work for LGBTQ+ Equality"
with a perfect score of 100% for HRC's 2024 Corporate Equality Index for the 15th year

Recognized by Fortune
as one of the
World's Most Admired Companies
in 2025

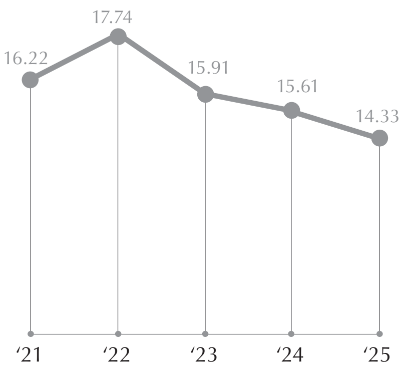
ESTĒE LAUDER | aramis | CLINIQUE | LAB SERIES | ORIGINS | M·A·C
LA MER | BOBBI BROWN | AVEDA | JO MALONE LONDON | Bumble and bumble.
DARPHIN PARIS | TOM FORD | smashbox | AERIN BEAUTY | LE LABO GRASSE – NEW YORK | EDITIONS DE PARFUMS FREDERIC MALLE
HOLLYWOOD, CALIFORNIA GLAMGLOW | Kilian PARIS | Too Faced | Dr.Jart+ | DECIEM The Ordinary. NIOD | BALMAIN BEAUTY

KEY FINANCIAL METRICS

YEAR ENDED JUNE 30

$14.33

NET SALES IN BILLIONS



NET SALES GROWTH

	'21	'22	'23	'24	'25
As reported	13%	9%	-10%	-2%	-8%
Adjusted constant currency*	11%	10%	-7%	-1%	-8%
Organic*	9%	8%	-6%	-2%	-8%

OPERATING MARGIN TRENDS

	'21	'22	'23	'24	'25
As reported	16.1%	17.9%	9.5%	6.2%	-5.5%
Adjusted as reported*	18.9%	19.7%	11.4%	10.2%	8.0%

RETURN ON INVESTED CAPITAL

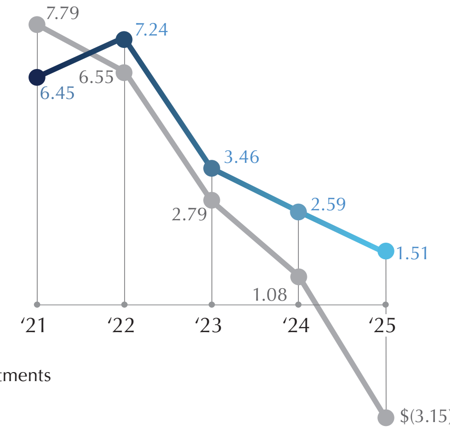
	'21	'22	'23	'24	'25
As reported	22.5%	22.2%	10.4%	7.7%	5.8%

CASH FLOW FROM OPERATIONS

	'21	'22	'23	'24	'25
As reported ($Billions)	3.63	3.04	1.73	2.36	1.27

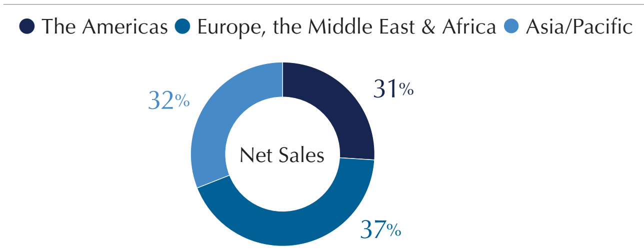
$(3.15) and $1.51*

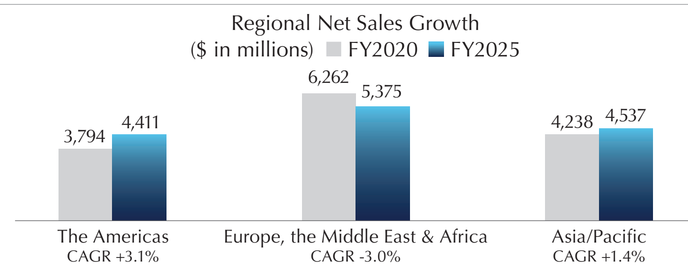
AS REPORTED AND ADJUSTED DILUTED NET (LOSS) EARNINGS PER COMMON SHARE



*Refer to the Company's website at www.elcompanies.com/investors for additional information about non-GAAP measures used herein.

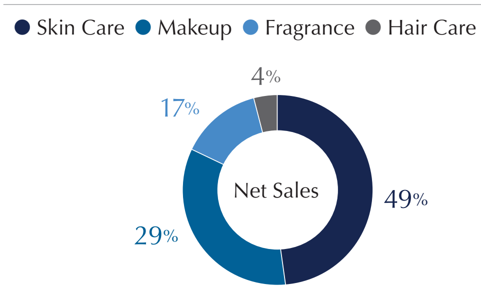
FISCAL 2025 MIX BY GEOGRAPHIC REGION

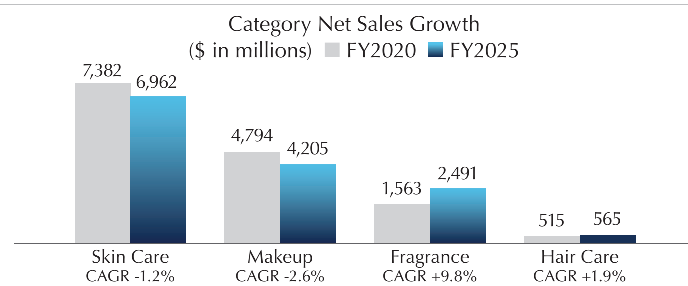




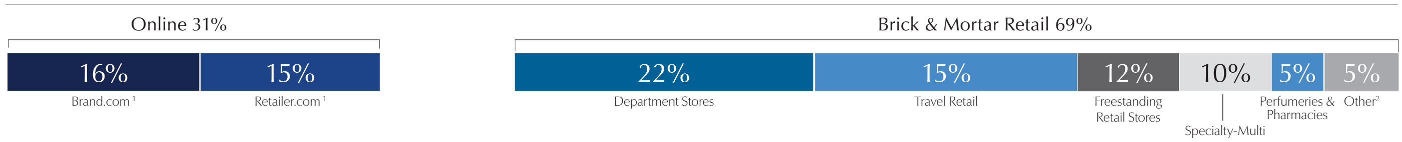
Note: The majority of the Company's global Travel Retail sales are recorded in the Europe, the Middle East & Africa region.

FISCAL 2025 MIX BY PRODUCT CATEGORY





FISCAL 2025 NET SALES BY DISTRIBUTION CHANNEL



[1] Brand.com represents sales of our products from our websites and third party platforms. Retailer.com represents estimated sales of our products sold through our retailers' websites, which correspondingly have been deducted from the applicable retail channel results.

[2] Other includes salons and spas.

CONTACT INFORMATION

THE ESTÉE LAUDER COMPANIES INC.
767 Fifth Avenue, New York, NY 10153
www.elcompanies.com

INVESTOR RELATIONS
Rainey Mancini, Senior Vice President | rmancini@estee.com
Beth Kite, Vice President | bkite@estee.com
Jenn Ellis, Executive Director | jellis@estee.com
Mehra Romezi, Executive Director | mromezi@estee.com