

Estee Lauder (EL)

\$107.94 (Stock Price as of 12/18/2025)

Price Target (6-12 Months): \$120.00

Prior Recommendation: Neutral

Short Term: 1-3 Months Zacks Rank: (1-5)

1-Strong Buy

Zacks Style Scores:

VGM: C

Value: D Growth: B Momentum: A

Summary

The Estee Lauder Companies is focused on rebuilding profitability through its expanded Profit Recovery and Growth Plan ("PRGP"), which aims to restore margins while supporting sustainable sales growth. Disciplined cost actions combined with increased consumer-facing investments are improving efficiency and agility. The "Beauty Reimagined" strategy is gaining traction through stronger innovation, expanded global reach and improved brand execution. Digital remains a key growth driver, supported by social commerce, broader online distribution and a new Shopify partnership. Solid momentum in emerging markets, including China, Mexico and India, further supports confidence in a durable turnaround and long-term growth. We estimate a 9.7% adjusted operating margin for fiscal 2026, up 170 basis points from last year.

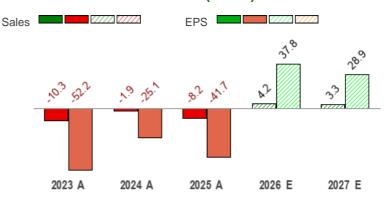
Price, Consensus & Surprise⁽¹⁾



Data Overview

52 Week High-Low	\$109.62 - \$48.37
20 Day Average Volume (sh)	3,362,899
Market Cap	\$37.9 B
YTD Price Change	40.4%
Beta	1.18
Dividend / Div Yld	\$1.40 / 1.3%
Industry	Cosmetics
Zacks Industry Rank	Bottom 13% (210 out of 243)

Sales and EPS Growth Rates (Y/Y %)(2)



_ast EPS Surprise	100.0%
_ast Sales Surprise	2.9%

EPS F1 Est- 4 week change 0.3%
Expected Report Date 02/03/2026

Earnings ESP

P/E TTM	62.7
P/E F1	51.9
PEG F1	1.6
P/S TTM	2.6

Sales Estimates (millions of \$)(2)

	Q1	Q2	Q3	Q4	Annual*
2027	3,554 E	4,333 E	3,857 E	3,677 E	15,421 E
2026	3,481 A	4,182 E	3,721 E	3,547 E	14,931 E
2025	3,361 A	4,004 A	3,550 A	3,411 A	14,326 A

EPS Estimates⁽²⁾

-0.6%

	Q1	Q2	Q3	Q4	Annual*
2027	0.35 E	0.99 E	0.86 E	0.48 E	2.68 E
2026	0.32 A	0.75 E	0.72 E	0.30 E	2.08 E
2025	0.14 A	0.62 A	0.65 A	0.09 A	1.51 A

^{*}Quarterly figures may not add up to annual.

⁽¹⁾ The data in the charts and tables, except the estimates, is as of 12/18/2025.

⁽²⁾ The report's text, the analyst-provided estimates, and the price target are as of 12/17/2025.

Overview

New York-based The Estee Lauder Companies Inc. is one of the world's leading manufacturers and marketers of skin care, makeup, fragrance and hair care products. The company's products are sold through department stores, mass retailers, company-owned retail stores, hair salons and travel-related establishments.

The Estee Lauder Companies' manufacturing and research facilities are spread across the U.S., Canada, Belgium, Switzerland, Japan, South Africa and the U.K. The company reports operating results in terms of product categories and geographic regions. In terms of product categories, The Estee Lauder Companies' primary segments include:

Skin Care(48.6% of fiscal 2025 sales): This segment sells skin care products like moisturizers, creams, lotions, and cleansers.

Makeup (29.4% of fiscal 2025 sales): This segment manufactures, markets and sells makeup products.

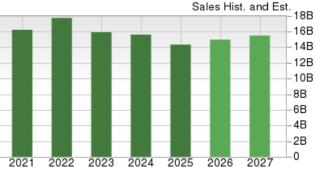
Fragrances (17.4% of fiscal 2025 sales): This segment sells fragrance products as well as lotions, powders, creams and soaps, based on a particular fragrance.

Hair care (3.9% of fiscal 2025 sales): This segment includes hair color and styling products.

Other: This segment sells ancillary products and services.

EPS Hist. and Est.

7
6
-5
-4
-3
-2
-1
2021 2022 2023 2024 2025 2026 2027



As of 12/17/2025

Region-wise, the company reports under The Americas (30.8% of fiscal 2025 sales), EUKEM (24.9%), Asia/Pacific (25.2%) and Mainland China (19.1%).

(Note: Zacks identifies fiscal years by the month in which the fiscal year ends, while EL identifies their fiscal year by the calendar year in which it begins; so comparable figures for any given fiscal year, as published by EL, will refer to this same fiscal year as being the year before the same year, as identified by Zacks)



Reasons To Buy:

▲ Rebuilding Profitability: The Estee Lauder Companies is committed to executing its PRGP, previously known as the Profit Recovery Plan. The plan has been renamed to better reflect its dual focus on accelerating sales growth and recovering profit margins. The PRGP is a pivotal initiative designed to address the company's current profitability challenges and drive future growth. It focuses on three primary benefit areas — accelerating margin expansion, fueling growth with targeted investments and simplifying processes to enhance agility. For fiscal 2026, the company is building on stronger-than-expected savings from the prior year. Through September 2025, the company has recognized \$697 million in cumulative restructuring charges under its multiyear PRGP restructuring program, which is expected to generate \$0.8-\$1.0 billion in annual gross benefits. In the first quarter of fiscal 2026, Estée Lauder reduced non-consumer-facing expenses by 3%, enabling a 4% increase in consumer-facing investments. These efforts contributed to a 60-bps increase in adjusted gross margin to

Estee Lauder's turnaround gains traction as PRGP drives margin recovery, Beauty Reimagined boosts innovation and reach, digital sales accelerate and emerging markets fuel renewed growth.

73.3% and a 300-bps expansion in adjusted operating margin to 7.3%, driven by lower obsolescence, moderated promotions and procurement savings. Management reaffirmed fiscal 2026 as a margin recovery year, with guidance calling for an adjusted operating margin of 9.4-9.9%. Longer term, the company reiterated its goal of restoring a solid double-digit adjusted operating margin, cementing the PRGP as the cornerstone of Estée Lauder's profitability rebuild. We estimate a 9.7% adjusted operating margin for fiscal 2026, up 170 basis points from last year.

▲ Beauty Reimagined Holds Promise: The Estee Lauder Companies' "Beauty Reimagined," an ambitious strategic vision designed to restore sustainable sales growth and achieve a solid double-digit adjusted operating margin in the coming years. This initiative aims to position the company as the leading consumer-centric prestige beauty brand. The company is undergoing a significant transformation of its operating model to become leaner, faster and more agile while taking decisive actions to expand consumer reach, accelerate innovation and increase investments in consumer-facing areas.

The strategy is already showing clear traction, with the first quarter of fiscal 2026 marking the first coordinated progress across all five action plan priorities. The company strengthened consumer reach through expanded Amazon distribution, opening new storefronts in Mexico and the United Kingdom and adding brands in Canada and Japan, alongside deeper penetration on TikTok Shop, where M·A·C earned the platform's Top Brand Campaign Award for 2025. Innovation also advanced with notable launches across fragrance, skin care and makeup, including TOM FORD's Oud Voyager and Black Orchid Reserve, Estée Lauder's Advanced Night Repair Eye Lift + Sculpt and new acne solutions from The Ordinary. Increased consumer-facing investments supported demand generation and the addition of 14 net new freestanding fragrance stores, enhancing retail execution and brand visibility. Collectively, Beauty Reimagined is strengthening near-term recovery while laying the foundation for sustained sales growth and margin expansion.

- ▲ Strong Online Business: Estée Lauder's online business remains a critical multi-year growth engine and the first quarter of fiscal 2026 results demonstrated meaningful acceleration as global online organic sales grew double digits, up from mid-single-digit growth in the prior quarter. This momentum was driven by stronger consumer engagement across Tmall, JD, Douyin and Notino, coupled with expanded reach through fast-growing social commerce channels such as TikTok Shop, where the company launched M⋅A⋅C, Clinique and Dr.Jart+ in the United States and The Ordinary in Malaysia and Singapore. Online growth also benefited from expanded availability in Amazon Premium Beauty, with Clinique, The Ordinary and Estée Lauder entering Amazon Mexico, and Origins and Lab Series expanding in Canada and Japan. In addition, the company announced a significant step forward in its digital transformation through a new global partnership with Shopify, which will modernize its direct-to-consumer infrastructure and deliver a unified, best-in-class omnichannel experience. Together, these advancements further strengthen Estée Lauder's digital capabilities and position online as an increasingly important contributor to its broader growth strategy.
- ▲ Solid Presence in Emerging Markets: The Estee Lauder Companies has a strong presence in emerging markets, where demand appears to be growing. The company's priority emerging markets collectively delivered high-single-digit growth in the first quarter of fiscal 2026, led by double-digit increases in Mexico, Turkey and India, reflecting strong consumer engagement and expanding brand penetration. Mainland China remains a critical growth pillar, with the first quarter of fiscal 2026 organic sales rising 9%, driven by double-digit retail sales growth and share gains across every category and channel, including both brick-and-mortar and online, supported by targeted activations and a robust innovation slate. Collectively, these initiatives highlight the company's strategy to capture rising demand, expand its reach across emerging economies and reinforce its global brand strength.

Risks⁽²⁾

- Weakness in Travel Retail: The Estee Lauder Companies continues to navigate a challenging operating environment, particularly within its travel retail segment. Management acknowledged that persistent challenges in Eastern travel retail markets continue to pressure retail sales, driven by weak consumer conversion and uneven recovery trends. More concerning, the company expects these pressures to worsen in the second half of fiscal 2026 as it laps easier prior-year comparisons, including the period when Mainland China and travel retail shipments began to normalize. The contraction not only drags on revenues but also exerts pressure on margins due to operating deleverage.
- Softness in Key Markets: Underlying regional performance remains fragile and continues to weigh on consolidated results. In the Americas, organic net sales declined 2% in the first quarter of fiscal 2026, reflecting continued deterioration in department stores, retailer bankruptcies, store closures, softness across select retail partners and elevated inventory levels that persisted through the quarter. In Europe, management noted that prestige beauty growth remains slow or negative in several major markets. These pressures across key international markets continue to weigh heavily on the company's revenues and profitability, particularly as many of these regions have historically been strong growth drivers.
- Currency Headwinds and Tariff Pressures: Owing to The Estee Lauder Companies' solid international presence, the company remains exposed to unfavorable currency fluctuations. The weakening of foreign currencies against the U.S. dollar may require the company to either raise prices or contract profit margins in locations outside the country. The volatility in exchange rates is a concern for the company. In addition, management reaffirmed that enacted tariffs are expected to reduce fiscal 2026 profitability by approximately \$100 million, even after mitigation actions. While the company is pursuing supply-chain and manufacturing adjustments to offset part of the impact, execution risk remains elevated and the combination of persistent currency volatility and trade policy uncertainty represents a sustained and material headwind to earnings recovery.

Last Earnings Report

Estee Lauder Q1 Earnings Beat Estimates, Sales Up 4% Y/Y

The Estee Lauder Companies reported first-quarter fiscal 2026 results, with the top and bottom lines beating the Zacks Consensus Estimate. Also, net sales and earnings increased year over year. Adjusted earnings of 32 cents per share beat the Zacks Consensus Estimate of 16 cents in the fiscal first quarter. The bottom line rose 128.5% from earnings of 14 cents in the year-ago quarter. The company's quarterly net sales of \$3,481 million beat the Zacks Consensus Estimate of \$3,384 million. The top line increased 4% year over year. Organic net sales gained 3% to reach \$3,455 million, reflecting increases across all product categories, except makeup and hair care, and all geographic regions except the Americas.

FY Quarter Ending	6/30/2025
Earnings Reporting Date	Oct 30, 2025
Sales Surprise	2.86%
EPS Surprise	100.00%
Quarterly EPS	0.32
Annual EPS (TTM)	1.68

Category-Wise Revenue Results for Estee Lauder's Q1

Skin Care sales rose 3% year over year to \$1,575 million, led by La Mer and Estée Lauder. Growth was driven by stronger Asia travel retail sales and innovations in key product lines, while operating income benefited from higher sales and PRGP cost savings.

Makeup revenues declined 2% year over year to \$1,030 million, mainly due to lower Bobbi Brown sales and fewer eye product offerings. Operating results improved, driven by the absence of prior-year litigation charges, PRGP cost savings and reduced promotions, partly offset by higher marketing investments for new launches.

In the Fragrance category, revenues of \$721 million increased 13%, led by strong growth from luxury brands Le Labo, TOM FORD and Jo Malone London. Gains were driven by successful product innovations, expanded consumer reach and continued demand for core collections like Another 13, Santal 33 and Wood Sage & Sea Salt.

Hair Care sales totaled \$129 million, down 7% year over year, largely due to Aveda's strategic pullback on promotions, store closures and salon channel softness, partly offset by new product innovation and its launch on Amazon's U.S. Premium Beauty store.

Sales in the Americas fell 2% year over year to \$1,174 million. Revenues in the Europe, the Middle East & Africa (EMEA) region broke even at \$901 million. In the Asia-Pacific region, sales increased 9% to \$873 million whereas in Mainland China sales increased 9% to \$532 million.

Estee Lauder's Q1 Margin Breakdown: Key Insights

Estee Lauder's adjusted gross margin expanded 100 basis points year over year to 73.4%. This growth was primarily fueled by gains from the company's Profit Recovery and Growth Plan (PRGP), improved procurement and reduced promotional activity, which more than offset inflation and currency headwinds. Estee Lauder reported operating earnings of \$169 million compared with a loss of \$121 million in the prior-year period. Excluding returns and charges related to restructuring and other activities, the operating earnings were \$255 million compared with earnings of \$144 million a year ago. Adjusted Operating Income expanded 300 bps to 7.3%, driven by PRGP efficiencies that lowered non-consumer-facing expenses and supported consumer-facing investments.

Estee Lauder's Financial Health Snapshot

The company exited the quarter with cash and cash equivalents of \$2,219 million, long-term debt of \$7,320 million and total equity of \$3,890 million. The net cash flow provided for operating activities for the three months ended Sept. 30, 2025, was \$340 million. Capital expenditures during this time amounted to \$96 million.

Estee Lauder's Restructuring Program of PRGP

In February 2025, Estee Lauder announced an expansion of the PRGP, including a comprehensive restructuring initiative aimed at transforming its operating model. The plan is set to be largely executed with completion expected in fiscal 2027, when the company anticipates realizing nearly all of the full run-rate benefits. The PRGP is designed to support a return to sales growth in fiscal 2026, restore a solid double-digit adjusted operating margin over the next few years and continue to mitigate the impact of external market volatility. Estee Lauder anticipates incurring restructuring and related charges ranging from \$1.2 billion to \$1.6 billion before taxes as part of its PRGP. The restructuring initiative is expected to generate annual gross benefits estimated between \$800 million and \$1 billion, before taxes. As part of this effort, the company predicts a net reduction in positions of approximately 5,800 to 7,000. Through Oct. 26, 2025, \$852 million in charges and over 4,000 position reductions have been approved, representing a significant portion of the program's expected benefits and impact.

What to Expect From Estee Lauder in FY26?

For fiscal 2026, the company reaffirms its full-year outlook. It is actively managing trade policy and tariff risks through mitigation strategies, including leveraging trade programs and optimizing regional manufacturing such as its Japan facility while enhancing supply chain agility, which is expected to offset more than half of the potential impacts. The reported net sales are estimated to rise 2-5% compared with the prior-year level. The company's adjusted organic net sales are also anticipated to grow 0-3% in the year. The adjusted earnings per share are likely to increase 26-39%, ranging from \$1.90 to \$2.10 in fiscal 2026.

Valuation

The Estee Lauder Companies' shares are up 40.6% in the past six-month period and 35.9% over the trailing 12-month period. Stocks in the Zacks sub-industry are up 12.4% and the Zacks Consumer Staples sector is down 2.9% in the past six-month period. Over the past year, the Zacks sub-industry is up 1% but the sector is up 0.7%.

The S&P 500 index is up 17.1% in the past six-month period and 16% in the past year.

The stock is currently trading at 41.75X forward 12-month earnings, which compares to 27.74X for the Zacks sub-industry, 16.49X for the Zacks sector and 23.3X for the S&P 500 index.

Over the past five years, the stock has traded as high as 60.17X and as low as 19.1X, with a 5-year median of 38.05X. Our Outperform recommendation indicates that the stock will perform better than the market. Our \$120 price target reflects 48.01X forward 12-month earnings.

The table below shows summary valuation data for EL

Valuation Multiples - EL									
		Stock	Sub-Industry	Sector	S&P 500				
	Current	41.75	27.74	16.49	23.3				
P/E F12M	5-Year High	60.17	41.34	20.29	23.78				
	5-Year Low	19.1	20.22	16.1	15.73				
	5-Year Median	38.05	31.02	17.99	21.22				
	Current	2.47	2.18	7.65	5.25				
P/S F12M	5-Year High	7.18	7.21	10.94	5.5				
	5-Year Low	1.22	1.55	6.59	3.83				
	5-Year Median	3.95	4.05	8.79	5.05				
	Current	22.93	16.86	34.66	18.55				
EV/EBITDA TTM	5-Year High	61.81	102.24	45.14	22.41				
	5-Year Low	12.12	10.56	33.37	13.88				
	5-Year Median	26	27.41	39.89	17.97				

As of 12/16/2025

Source: Zacks Investment Research

Industry Analysis⁽¹⁾ Zacks Industry Rank: Bottom 13% (210 out of 243)

---- Industry Price 400 ····· Industry

Top Peers (1)

Company (Ticker)	Rec	Rank
Coty (COTY)	Neutral	3
European Wax Center,(EWCZ)	Neutral	3
Nu Skin Enterprises,(NUS)	Neutral	3
Shiseido Co. (SSDOY)	Neutral	
Ulta Beauty Inc. (ULTA)	Neutral	2
Waldencast PLC (WALD)	Neutral	4
e.l.f. Beauty (ELF)	Underperform	5
Helen of Troy Limite(HELE)	Underperform	4

Industry Comparison ⁽¹⁾ Industry: Cosmetics				Industry Peers		
	EL	X Industry	S&P 500	СОТҮ	NUS	SSDOY
Zacks Recommendation (Long Term)	Outperform	-	-	Neutral	Neutral	Neutra
Zacks Rank (Short Term)	2	-	-	3	3	
VGM Score	С	-	-	D	В	
Market Cap	37.95 B	239.27 M	38.74 B	2.85 B	509.93 M	5.95 E
# of Analysts	10	3	22	7	1	
Dividend Yield	1.33%	0.00%	1.42%	0.00%	2.29%	1.17%
Value Score	D	-	-	В	Α	
Cash/Price	0.06	0.06	0.04	0.10	0.49	0.12
EV/EBITDA	294.84	12.29	14.56	22.81	-5.91	13.46
PEG Ratio	1.57	0.79	2.18	0.24	NA	NA
Price/Book (P/B)	9.75	1.49	3.30	0.75	0.64	1.49
Price/Cash Flow (P/CF)	27.60	15.38	15.17	4.57	4.66	14.48
P/E (F1)	52.23	8.05	19.74	7.81	8.05	NA
Price/Sales (P/S)	2.63	0.92	3.08	0.49	0.33	0.92
Earnings Yield	2.04%	8.70%	5.04%	12.88%	12.43%	NA%
Debt/Equity	1.88	0.53	0.57	1.05	0.26	0.43
Cash Flow (\$/share)	3.82	0.64	8.99	0.71	2.25	1.03
Growth Score	В	-	-	D	С	NA
Hist. EPS Growth (3-5 yrs)	-28.17%	-14.15%	8.16%	8.77%	-30.56%	-8.76%
Proj. EPS Growth (F1/F0)	37.75%	32.45%	8.60%	90.91%	54.76%	NA
Curr. Cash Flow Growth	-21.99%	-21.99%	6.75%	-17.88%	-31.52%	-40.26%
Hist. Cash Flow Growth (3-5 yrs)	-8.33%	-4.48%	7.43%	12.04%	-14.91%	-19.62%
Current Ratio	1.32	1.70	1.18	0.85	2.15	1.35
Debt/Capital	65.30%	34.29%	38.01%	51.84%	20.72%	30.23%
Net Margin	-6.44%	-5.80%	12.78%	-6.60%	7.02%	-5.80%
Return on Equity	14.92%	8.72%	17.00%	4.74%	9.15%	-1.36%
Sales/Assets	0.73	0.76	0.53	0.49	1.09	0.76
Proj. Sales Growth (F1/F0)	4.20%	0.00%	5.79%	0.00%	-13.50%	-4.20%
Momentum Score	Α	-	-	F	D	
Daily Price Chg	0.87%	0.00%	-1.16%	-0.31%	-0.48%	-2.20%
1 Week Price Chg	-0.98%	0.00%	-2.40%	-6.67%	6.31%	2.56%
4 Week Price Chg	22.57%	0.00%	1.19%	0.31%	9.87%	0.30%
12 Week Price Chg	23.40%	-8.13%	1.26%	-17.68%	-11.88%	-13.81%
52 Week Price Chg	40.47%	-32.73%	14.46%	-53.36%	48.58%	-16.14%
20 Day Average Volume	3,362,899	89,318	2,751,030	5,316,959	410,097	89,318
(F1) EPS Est 1 week change	0.28%	-0.35%	0.00%	-0.70%	0.00%	N/
(F1) EPS Est 4 week change	0.28%	-1.91%	0.00%	-2.36%	0.00%	N/
(F1) EPS Est 12 week change	5.23%	-11.31%	0.69%	-7.05%	3.17%	N/
(Q1) EPS Est Mthly Chg	0.95%	-1.97%	0.00%	-1.97%	0.00%	NA

Analyst Earnings Model⁽²⁾

The Estée Lauder Companies Inc. (EL)

in \$MM, except per share data

	2023A	2024A	2025A			2026 E					2027E			2028E
	FY	FY	FY	1QA	2QE	3QE	4QE	FY	1QE	2QE	3QE	4QE	FY	FY
FY Ends June 30th	Jun-23	Jun-24	Jun-25	30-Sep-25	31-Dec-25	31-Mar-26	30-Jun-26	Jun-26	30-Sep-26	31-Dec-26	31-Mar-27	30-Jun-27	Jun-27	Jun-28
Income Statement														
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Total Revenue	\$15,937.0	\$15,609.0	\$14,323.0	\$3,480.0	\$4,182.6	\$3,721.7	\$3,548.3	\$14,932.5	\$3,554.7	\$4,333.7	\$3,858.4	\$3,678.1	\$15,424.9	\$16,043.0
Organic Revenue Growth	(6.0%)	(2.0%)	(8.0%)	3.0%	22%	2.6%	3.3%	2.8%	2.1%	3.6%	3.7%	3.7%	3.3%	4.0%
Acquisition, Divestiture and Brand Closures, Net	(1.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
F/X	(4.0%)	(1.0%)	0.0%	1.0%	2.3%	2.3%	0.8%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Returns/ Charges Associated with Restructuring & Other Activities and Other FX Adjustment	\$27.0	\$1.0	(\$3.0)	\$1.0	\$1.0	\$1.0	\$1.0	\$4.0	\$1.0	\$1.0	\$1.0	\$1.0	\$4.0	\$4.0
Total Revenue, GAAP	\$15,910.0	\$15,608.0	\$14,326.0	\$3,481.0	\$4,181.6	\$3,720.7	\$3,547.3	\$14,930.5	\$3,553.7	\$4,332.7	\$3,857.4	\$3,677.1	\$15,420.9	\$16,039.0
YoY % Chng	(10.3%)	(1.9%)	(8.2%)	3.6%	4.4%	4.8%	4.0%	4.2%	2.1%	3.6%	3.7%	3.7%	3.3%	4.0%
Cost of Goods Sold	\$4,561.0	\$4,423.0	\$3,721.0	\$929.0	\$1,004.8	\$910.1	\$1,042.3	\$3,886.2	\$948.3	\$980.8	\$933.1	\$1,034.2	\$3,896.4	\$3,923.4
YoY % Chng	6.1%	(3.0%)	(15.9%)	1.1%	5.0%	2.4%	9.0%	4.4%	2.1%	(2.4%)	2.5%	(0.8%)	0.3%	0.7%
Cost of Goods Sold, GAAP	\$4,564.0	\$4,424.0	\$3,729.0	\$927.0	\$1,007.5	\$924.2	\$1,017.7	\$3,876.4	\$947.6	\$1,012.6	\$929.3	\$1,040.8	\$3,930.3	\$3,954.9
YoY % Chng	6.0%	(3.1%)	(15.7%)	(0.1%)	5.3%	4.0%	6.6%	4.0%	2.2%	0.5%	0.5%	2.3%	1.4%	0.6%
Gross Profit, Adjusted	\$11 ,376.0	\$11,186.0	\$10,602.0	\$2,551.0	\$3,177.8	\$2,811.6	\$2,505.9	\$11,046.4	\$2,606.5	\$3,352.9	\$2,925.3	\$2,643.9	\$11,528.5	\$12,119.6
YoY % Chng	(15.4%)	(1.7%)	(5.2%)	4.5%	4.3%	5.7%	2.2%	4.2%	2.2%	5.5%	4.0%	5.5%	4.4%	5.1%
Gross Profit, GAAP	\$11,346.0	\$11,184.0	\$10,597.0	\$2,554.0	\$3,174.1	\$2,796.4	\$2,529.5	\$11,054.1	\$2,606.2	\$3,320.0	\$2,928.1	\$2,636.3	\$11,490.6	\$12,084.1
YoY % Chng	(15.5%)	(1.4%)	(5.2%)	5.0%	4.2%	5.1%	3.0%	4.3%	2.0%	4.6%	4.7%	4.2%	3.9%	5.2%
Selling, General and Administrative	\$9,575.0	\$9,621.0	\$9,456.0	\$2,296.0	\$2,676.2	\$2,506.1	\$2,298.5	\$9,776.8	\$2,382.0	\$2,794.3	\$2,450.2	\$2,362.9	\$9,989.4	\$10,331.7
Restructuring and Other Charges	\$55.0 \$207.0	\$122.0 \$471.0	\$481.0 \$1,286.0	\$89.0 \$0.0	\$18.5 \$0.0	\$11.0 \$0.0	\$10.4 \$0.0	\$128.9 \$0.0	\$75.4 \$0.0	\$42.5 \$0.0	\$39.1 \$0.0	\$44.2 \$0.0	\$201.1 \$0.0	\$173.3 \$0.0
Impairment of Goodwill and Other Intangible Assets Talcum Litigation Settlement Agreements	\$207.0	\$471.0	\$1,286.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Total Operating Expenses, Adjusted	\$9,553.0	\$9,598.0	\$9,456.0	\$2,296.0	\$2,686.0	\$2,342.1	\$2,276.7	\$9,600.8	\$2,346.9	\$2,714.3	\$2,370.5	\$2,304.9	\$9,736.7	\$9,651.3
YoY % Chna	(3.9%)	0.5%	(1.5%)	(0.1%)	3.9%	3.7%	(1.7%)	1.5%	2.2%	1.1%	1.2%	1.2%	14%	(0.9%)
Total Operating Expenses, GAAP	\$9,837.0	\$10,214.0	\$11,382.0	\$2,385.0	\$2,694.6	\$2,517.1	\$2,308.9	\$9,905.6	\$2,457.4	\$2,836.8	\$2,489.3	\$2,407.0	\$10,190.5	\$10,505.1
YoY % Chna	(4.1%)	3.8%	11.4%	(6,6%)	(25.7%)	6.9%	(18.9%)	(13.0%)	3.0%	5.3%	(1.1%)	4.2%	2.9%	3.1%
EBITDA	\$2,567.0	\$2,413.0	\$1,975.0	\$455.0	\$730.4	\$686.7	\$437.1	\$2,309.2	\$465.2	\$889.7	\$779.3	\$552.9	\$2,687.1	\$3,400.3
YoY % Chng	(39.3%)	(6.0%)	(18.2%)	29.3%	9.2%	13.1%	26.0%	16.9%	2.2%	21.8%	13.5%	26.5%	16.4%	26.5%
Depreciation & Amortization	\$744.0	\$825.0	\$829.0	\$200.0	\$238.5	\$217.2	\$207.9	\$863.7	\$205.7	\$251.2	\$224.5	\$213.9	\$895.3	\$931.9
YoY % Chng	2.3%	10.9%	0.5%	(3.8%)	15.2%	6.5%	(1.0%)	4.2%	2.8%	5.3%	3.4%	2.9%	3.7%	4.1%
Operating Income, Adjusted	\$1,823.0	\$1,588.0	\$1,146.0	\$255.0	\$491.9	\$469.5	\$229.2	\$1,445.6	\$259.5	\$638.5	\$554.7	\$339.0	\$1,791.8	\$2,468.3
YoY % Chng	(47.9%)	(12.9%)	(27.8%)	77.1%	6.5%	16.5%	67.3%	26.1%	1.8%	29.8%	18.2%	47.9%	24.0%	37.8%
Operating Income, GAAP	\$1,509.0	\$970.0	(\$785.0)	\$169.0	\$479.5	\$279.3	\$220.6	\$1,148.5	\$148.8	\$483.2	\$438.8	\$229.3	\$1,300.1	\$1,579.0
YoY % Chng	(52.4%)	(35.7%)	(180.9%)	239.7%	182.7%	(8.7%)	156.6%	246.3%	(11.9%)	0.8%	57.1%	3.9%	13.2%	21.5%
Interest Expense	\$255.0	\$378.0	\$357.0	\$86.0	\$101.9	\$92.4	\$88.4	\$368.8	\$87.8	\$107.1	\$95.7	\$91.2	\$381.7	\$397.3
Interest Income and Investment Income	\$131.0	\$167.0	\$114.0	\$30.0	\$31.9	\$30.1	\$29.1	\$121.0	\$28.9	\$34.7	\$31.3	\$29.8	\$124.7	\$129.8
Other Components of Net Periodic Benefit Cost Other Income	(\$12.0) \$0.0	(\$13.0) \$0.0	\$12.0 \$0.0	\$4.0 \$0.0	\$4.1 \$0.0	\$3.8 \$0.0	\$3.3 \$0.0	\$15.2 \$0.0	\$3.6 \$0.0	\$4.3 \$0.0	\$3.8 \$0.0	\$3.6 \$0.0	\$15.4 \$0.0	\$15.9 \$0.0
Pre-Tax Income, Adjusted	\$1,711.0	\$1,390.0	\$891.0	\$195.0	\$417.7	\$403.3	\$166.6	\$1,182.6	\$197.0	\$561.8	\$486.5	\$274.1	\$1,519.4	\$2,184.9
YoY % Chng	(49.2%)	(18.8%)	(35.9%)	129.4%	6.6%	19.3%	119.2%	32.7%	1.0%	34.5%	20.6%	64.5%	28.5%	43.8%
Pre-Tax Income, GAAP	\$1,397.0	\$772.0	(\$1,040.0)	\$109.0	\$405.4	\$213.1	\$158.0	\$885.5	\$86.3	\$406.5	\$370.6	\$164.4	\$1,027.7	\$1,295.6
YoY % Chng	(54.0%)	(44.7%)	(234.7%)	160.6%	162.4%	(11.6%)	135.0%	185.1%	(20.9%)	0.3%	73.9%	4.0%	16.1%	26.1%
Income Tax	\$466.2	\$435.0	\$347.5	\$79.0	\$146.6	\$141.6	\$58.5	\$425.7	\$70.9	\$202.2	\$175.1	\$98.7	\$546.9	\$786.4
Income Tax, GAAP	\$387.0	\$363.0	\$93.0	\$62.0	\$133.8	\$70.3	\$52.1	\$318.2	\$31.0	\$146.1	\$133.2	\$59.1	\$369.4	\$465.6
Tax Rate	27.2%	31.3%	39.0%	40.5%	35.1%	35.1%	35.1%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%
Tax Rate, GAAP	27.7%	47.0%	(8.9%)	56.9%	33.0%	33.0%	33.0%	35.9%	35.9%	35.9%	35.9%	35.9%	35.9%	35.9%
Net Income, GAAP	\$1,010.0	\$409.0	(\$1,133.0)	\$47.0	\$271.6	\$142.8	\$105.9	\$567.3	\$55.3	\$260.4	\$237.4	\$105.3	\$658.4	\$830.0
YoY % Chng	(58.1%)	(59.5%)	(377.0%)	130.1%	146.0%	(10.2%)	119.4%	150.1%	17.6%	(4.1%)	66.3%	(0.5%)	16.1%	26.1%
Net Earnings Attributable to Non-Controlling Interest	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Net Loss (Earnings) Attributable to Redeemable Non-Controlling Interest	(\$4.0)	(\$19.0)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Net Income Attributable to EL	\$1,244.8	\$936.4	\$540.9	\$116.3	\$271.1	\$261.7	\$108.1	\$757.2	\$126.1	\$359.6	\$311.4	\$175.4	\$972.5	\$1,398.5
YoY % Chng	(52.9%)	(24.8%)	(42.2%)	130.9%	21.5%	11.4%	233.1%	40.0%	8.4%	32.7%	19.0%	62.3%	28.4%	43.8%
Net Income Attributable to EL, GAAP	\$1,006.0	\$390.0	(\$1,133.0)	\$47.0	\$271.6	\$142.8	\$105.9	\$567.3	\$55.3	\$260.4	\$237.4	\$105.3	\$658.4	\$830.0
YoY % Chng	(57.9%)	(61.2%)	(390.5%)	130.1%	146.0%	(10.2%)	119.4%	150.1%	17.6%	(4.1%)	66.3%	(0.5%)	16.1%	26.1%
Basic Shares Outstanding	357.9	359.0	360.1	361.2	361.2	361.2	361.2	361.2	361.2	361.2	361.2	361.2	361.2	361.2
Diluted Shares Outstanding	360.9	360.8	360.1	363.3	363.3	363.3	363.3	363.3	363.3	363.3	363.3	363.3	363.3	363.3
Basic EPS	\$2.81	\$1.09	(\$3.15)	\$0.13	\$0.75	\$0.40	\$0.29	\$1.57	\$0.15	\$0.72	\$0.66	\$0.29	\$1.82	\$2.30
Diluted EPS	\$3.46	\$2.59	\$1.51	\$0.32	\$0.75	\$0.72	\$0.30	\$2.08	\$0.35	\$0.99	\$0.86	\$0.48	\$2.68	\$3.85
Diluted EPS, GAAP	\$2.79	\$1.08	(\$3.15)	\$0.13	\$0.75	\$0.39	\$0.29	\$1.56	\$0.15	\$0.72	\$0.65	\$0.29	\$1.81	\$2.28
Dividend Per Share	\$2.58	\$2.64	\$171	\$0.35	\$0.35	\$0.35	\$0.35	\$1.40	\$0.35	\$0.35	\$0.35	\$0.35	\$1.40	\$1.40

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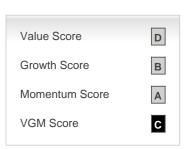
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