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EDITED TRANSCRIPT

Estee Lauder Companies Inc Annual Shareholders Meeting

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CORPORATE PARTICIPANTS

William Lauder *Estee Lauder Companies Inc - Executive Chairman of the Board*

Jane Hudis *Estee Lauder Companies Inc - Executive Group President*

Spencer Smul *Estée Lauder Companies Inc - Senior Vice President, Deputy General Counsel and Secretary*

Fabrizio Freda *Estee Lauder Companies Inc - President, Chief Executive Officer, Director*

Stephane de La Faverie *Estee Lauder Companies Inc - Executive Group President*

Rainey Mancini *Estee Lauder Companies Inc - Senior Vice President, Investor Relations*

CONFERENCE CALL PARTICIPANTS

PRESENTATION

William Lauder *Estee Lauder Companies Inc - Executive Chairman of the Board*

Hello, fellow shareholders. I'm William Lauder. And before we begin today's Annual Meeting of Stockholders, my cousin Jane and I wanted to take a moment to share on behalf of ourselves and the Lauder family that we are committed to this company and to you, our stockholders for the long term.

This past week, Jane and I shared plans to step away from our daily operational and managerial roles within the company to allow us to focus more on steering this company from a strategic level from our Board seats.

This is a difficult time for the company, and we believe deeply that we can best serve its return to profitable growth by contributing more fully as members of the board and as stockholders. As ELC begins this next chapter, the Lauder family intends to remain meaningful stockholders, ensuring that our values and our approach to long-term patient capital continue to play a role in the company's governance.

While this is a shift in how we engage with the business, it is not a shift in our enduring commitment to our employees, our stockholders, our values or our consumers. This is a strong company with many of the world's most desirable brands and prestige beauty and is home to passionate and creative employees who have vision and who lead with values.

Because of this strong foundation, we are optimistic about our future. In August of this year, Fabrizio Freda announced his intention to retire from his role as President and CEO of this company. For the last 16 years, Fabrizio has been a tremendous steward of this company as well as a partner to me and the Lauder family.

It has been an honor and a privilege to work alongside him as he led some of the most transformational and successful moments in our history. During this time, as CEO, Fabrizio instituted a global and strategic mindset into our organization and was instrumental in the company's growth.

He understood the unique nature of this business and used our family's long-term focus and principle of

patient capital as a point of strength. Last week, we announced that the Board of Directors promoted Stephane de La Faverie to serve as our company's next President and CEO effective January 1.

We are excited about Stephane's appointment as CEO and both Jane and I, as well as the Lauder family and the Board of Directors believe that Stephane's deep rooted industry knowledge and operational expertise, as well as his collaborative and dynamic approach make him the ideal CEO to take us forward with speed and urgency.

Having worked closely with him for many years, I have seen firsthand Stephane's talent for nurturing and building powerful prestige brands as well as his profound understanding of and respect for our company's heritage and culture.

We believe his background and industry experience position him well to succeed in this new role. With his deep understanding of our business, we know Stephane is eager to jump in, move swiftly and with great energy drive our company forward,

Jane?

Jane Hudis *Estee Lauder Companies Inc - Executive Group President*

Thank you, William. This is a moment of change for this company that I grew up in and deeply love. When our grandmother, Mrs. Estee Lauder started this company more than 75 years ago, she created an incredibly strong foundation that allowed for the change and growth she dreamed of while also creating a culture of values that has endured today.

This shift in my day-to-day management priorities will allow me to have the greatest impact and influence on ELC's future. As a member of the Board of Directors, I will help guide ELC through this critical period and consider it my personal imperative to ensure the legacy of our grandmother remains intact.

I will be laser focused on working with my fellow Board members and the company's senior management in moving with speed and urgency to support the company in this return to profitable long-term growth. I will be available for the remainder of fiscal year 2025 as an advisor to the company's CEO on the profit recovery and growth plan.

During times of uncertainty, it is our core values and mission that will act as our compass, grounding us to the principles and passion that have defined us for decades. This is a moment to lean into our heritage, drawing strength from what makes us unique and enduring and use it to guide our future.

I want to add my personal thanks to Fabrizio for his 16 years of service and to congratulate Stephane. He has proven himself to be a capable leader, a good partner and an inclusive collaborator.

I want to take a moment to also acknowledge my colleagues on the executive leadership team. I am both

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impressed and heartened by their passion, commitment and dedication to our brands and our employees. I look forward to advising Stephane from my role on the Board to drive this needed transformation.

This is a great company with a strong foundation. I am and continue to be extremely proud to work alongside what has always been a passionate, creative, intelligent, ambitious and caring group of individuals. I want to thank our global employees for their dedication and for their tremendous work every day to advance our company towards its bright future.

William Lauder *Estee Lauder Companies Inc - Executive Chairman of the Board*

Thank you, Jane. As my father, Leonard Lauder has often said we have the best brands, best products and the best talent in the industry. As Jane described the evolution of her role with the company, I also announced a change in my own.

At the conclusion of this meeting, I am stepping down from my company management role of Executive Chairman and will be the Chair of the Board of Directors, continuing to serve as a link between the Board, the Lauder family, the leadership and our global teams.

I will continue my strong working relationship with Stephane in his new role as CEO, including supporting the development of our company strategy and advancing the company's reputation globally. I look forward to representing the company with our valued stakeholders and meeting with our dedicated employees worldwide.

Jane and I along with the entire Lauder family will also remain deeply invested in upholding the values that make us who we are. And importantly, continuing to champion a culture that inspires the entrepreneurial spirit of our grandmother, Mrs. Estee Lauder herself, keeping the consumer front and center and exceeding their expectations with the best of prestige beauty and experiences. We are optimistic about our company's future, and I thank you for joining today's Annual Meeting of Stockholders.

(video playing)

I now call the 2024 Annual Meeting of Stockholders to order. Welcome and thank you for joining us today at our virtual Annual Meeting. As we begin, I would like to again thank our employees, customers and stockholders for your continued support of the company and our Board members for their ongoing advice and guidance.

Later, we will take a moment to share some highlights from fiscal year 2024 and to also share special messages from Fabrizio Freda and Stephane de La Faverie. Based on the preliminary report of Inspectors of Election, we have a quorum, and we will now proceed with the formal business of the meeting.

We will now open the polls and proceed with the voting. If you were a stockholder as of September 9,

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2024, the record date and have already voted, you do not need to vote now unless you wish to change your vote. If you are logged into the meeting as a stockholder and would like to vote, you may do so by using the voting buttons on the meeting screen.

Joining me today are Fabrizio Freda, our President and CEO; Rainey Mancini, Senior Vice President of Investor Relations; Spencer Smul, Senior Vice President, Deputy General Counsel and Secretary.

Also joining us today is a representative from PricewaterhouseCoopers, the company's independent audit firm, and members of our Board of Directors are attending today's virtual meeting.

Before we present the items to be voted on today, Spencer will cover some formalities relating to today's meeting.

Spencer Smul *Estée Lauder Companies Inc* - Senior Vice President, Deputy General Counsel and Secretary

Thank you, William. This meeting will be conducted in accordance with the agenda and rules of conduct which can be found in the meeting materials on the meeting site. We will have a question-and-answer period later. Stockholders who would like to ask questions may do so using the question box located on the virtual meeting site.

Some of the remarks made today may contain forward-looking statements of expectations about future performance, our leadership transitions, strategic efforts and goals, product launches and the like. However, our actual results may differ from those that we expect.

In the company's filings with the SEC including our most recent annual report on form 10-K and quarterly report on form 10-Q, you will find additional information about factors that could cause actual results to differ materially from these forward-looking statements.

The discussion of our financial results includes non-GAAP measures such as organic net sales and as adjusted metrics. You can find a reconciliation between GAAP and non-GAAP figures in the investors section of our website.

On the record date, the company had approximately 233 million shares of Class A common stock and over 125 million shares of Class B common stock outstanding.

We have received an affidavit from Broadridge Financial Services stating that proper notice of the meeting was made available on the internet and mailed to stockholders of record as of the record date. Present today is a representative of Broadridge Financial Solutions, who is acting as Inspector of Elections and has signed the required oath.

There are four proposals to be acted upon at today's meeting. The first proposal is to elect Paul Fribourg, Jennifer Hyman, Arturo Nunez and Barry Sternlicht as directors in Class I for a term expiring at the

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Annual Meeting of Stockholders in 2027.

The second proposal to be acted upon at today's meeting is to ratify the appointment of Pricewaterhousecoopers as independent auditors of the company for the fiscal year ending June 30, 2025.

The third proposal is to provide an advisory vote to approve executive compensation, and the fourth proposal is to approve the company's amended and restated fiscal 2002 share incentive plan.

I will now turn the floor back to William.

William Lauder *Estee Lauder Companies Inc - Executive Chairman of the Board*

The polls are now closed. Spencer, please report the preliminary results of the voting.

Spencer Smul *Estée Lauder Companies Inc - Senior Vice President, Deputy General Counsel and Secretary*

Thank you, William. Because ballots were accepted until a few moments ago, the final tabulation will be available after the meeting.

The preliminary results show that all Class I Directors, nominees have been elected to serve as directors. The appointment of PwC has been ratified. The advisory vote to approve executive compensation has been approved and the amended and restated share incentive plan has been approved. Final results of the voting will be provided on a form 8-K filed with the SEC.

William Lauder *Estee Lauder Companies Inc - Executive Chairman of the Board*

Thank you, Spencer. There being no further business. The business portion of the meeting is adjourned.

Before I turn it over to Rainey for our question-and-answer period, we'd like to take a moment to share highlights from fiscal year 2024 as well as special messages from Fabrizio and Stephane, who will succeed Fabrizio as President and CEO beginning January 1.

(video playing)

Fabrizio Freda *Estee Lauder Companies Inc - President, Chief Executive Officer, Director*

Hello. Leading the Estee Lauder Companies for the last 16 years is and has been a true honor and privilege. I take immense pride in our incredible accomplishment and in having built the most talented, dedicated and passionate team in the industry.

Encouragingly, our company today is anchored by the strong fundamentals of an amazing portfolio of prestige brands from entry to luxury and a consumer centric mindset. Our brand portfolio with its high-quality products is well positioned to scale globally to welcome new consumers and drive growth.

This combination of great teams and enduring strengths are the reason to believe we will continue to adapt to the fast-changing environment and return to more sustainable profitable growth. As we look ahead, I am excited to welcome the next generation of leadership for this great company. And I have full confidence in their ability to navigate the ever-changing market realities and position ourselves again as the global leader in prestige beauty.

I am thrilled to welcome Stephane de La Faverie as the next President and CEO of Estee Lauder Companies. Stephane is a visionary leader who throughout his nearly 14 years at the company has consistently demonstrated an unwavering commitment to excellence and a forward-thinking approach to announcing our brands and shaping the consumer experience.

In the dynamic world of prestige beauty, Stephane's deep knowledge, exceptional leadership and unique ability to blend inspiration and strategic insights to drive profitable growth will enable him to accelerate our brand portfolio. Reflecting on my own transition to CEO many years ago, I am forever grateful for the support I received from William and our extraordinary partnership that enabled me to be an agent of change.

I will support Stephane as he steps into this pivotal role, leading our talented teams at Estee Lauder Companies and will do all that I can to ensure that a seamless transition that positions us for a bright and promising future. To our employees, thank you for your passion for our company and its incredible brands. I am confident that you and this company that I love will be in great hands.

Stephane, over to you.

Stephane de La Faverie *Estee Lauder Companies Inc - Executive Group President*

Thank you, Fabrizio and a warm hello, to everyone joining. Today, I am not only humbled but also filled with a sense of purpose and excitement as I stepped into the role of leading the Estee Lauder Companies. It is not any company. It was born from the dreams of a visionary entrepreneur whose legacy continues to light our path and inspire our action every single day.

As we unite to reclaim our rightful place as the global leader in prestige beauty, we will harness five powerful pillars that defines us, our rich family heritage, an extraordinary portfolio of brands, exceptional talent that drives innovation and execution with excellence, a consumer centric approach and a boundless creativity that knows no limits.

As I embark on this thrilling journey, I am ready to tackle the challenges ahead with unmatched vigor and urgency. I am laser focused on revitalizing our growth and profitability dramatically simplifying our ways of working and standing shoulder-to-shoulder with the remarkable leaders and passionate employees of this great company.

Together, we will unleash the power of our groundbreaking science and innovation, embrace the best in creativity to deliver [unforgettable] experiences for our consumers and connect with them through

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inspiring, bold and unique narrative that builds a lasting love for our brands around the world.

I must take a moment to express my heartfelt gratitude to Fabrizio. His strategic vision and unwavering commitment have not only shaped this company, but have also fueled my journey as a leader. Fabrizio's exceptional leadership and dedication to a seamless transition, exemplify his deep devotion to this company and our shared success.

I would like to extend my appreciation to Leonard for always getting me to do the right thing. I look forward to continuing to work with William and I deeply thank Ronald, Erin, Gary and Jane and the entire Lauder family as well as our esteemed Board of Directors. The constant support and passion inspires me every day.

I am especially grateful that the Lauder family remains engaged as meaningful stockholder and Board members ensuring that their legacy and values continue to guide us in everything we do. This is truly an honor to carry forward this legacy of excellence. You can count on hearing from me with an update about our collective vision for our future in the coming months.

I look forward to leading our amazing teams as we shape the prestige beauty landscape of tomorrow. Together, we are looking ahead. Thank you for this incredible opportunity.

QUESTIONS AND ANSWERS

Rainey Mancini *Estee Lauder Companies Inc - Senior Vice President, Investor Relations*

Thank you all. And now we will address your questions. We have allocated approximately 15 minutes for today's question-and-answer session to address questions submitted by stockholders. We have received questions submitted by stockholders, many of which cover similar topics.

We received several questions regarding our culture of inclusion as a company, including our continued focus on women's advancement. William, can you share some details about how we will view this topic across our business?

William Lauder *Estee Lauder Companies Inc - Executive Chairman of the Board*

Well, thank you. That's a very good question. We have consumers in approximately 150 territories and countries around the world who love our great brands. And we recognize that really to properly serve all of these different communities where we live and work and where our consumers, our workforce and products must reflect and represent the global diversity that is our global business.

Our governance structure reflects this approach and the inclusion of our global diversity and equity teams work closely with brands, regions and affiliates and functions to ensure that we have the very best talent available to serve all of our consumers around the world.

As it relates to our focus on advancing women, Estee Lauder Companies has a long history of women's leadership beginning with our founder Mrs. Estee Lauder and we continue that tradition today.

Today, at ELC, women comprise 81% of our global workforce. Women hold nearly half of our Senior Vice President and above positions and over 60% of our Vice-Presidential positions and women lead all of our research and development and innovation centers around the world. Thank you for your question.

Rainey Mancini *Estee Lauder Companies Inc - Senior Vice President, Investor Relations*

Thank you, William. Our next question is how will the new administration tariffs and corporate tax rate incentives impact ELC following the election this week?

Fabrizio Freda *Estee Lauder Companies Inc - President, Chief Executive Officer, Director*

Thank you for this question. So as a global company with 75 years of history, we have encountered challenges frankly in every market in which we operate (technical difficulty) worked with a variety of governments to try to solve them at best. The incoming US administration would frankly be no different.

We are a diversified company with the ability to navigate the complexities of the global marketplace. We will monitor the transition in the US closely and adjust our priorities to ensure the sustainability of our business.

As a global company, we have a diversified manufacturing sites and a robust global supply network. Our supply chain agility ensures we are well positioned to respond to changes in the tariff landscape and lever stimulus to various economies. Thank you for the question.

Rainey Mancini *Estee Lauder Companies Inc - Senior Vice President, Investor Relations*

Thank you, Fabrizio. Our next question, will the US election have an impact on your views and efforts around inclusion and diversity? Will ELC and its brands would be taking a position on this?

William Lauder *Estee Lauder Companies Inc - Executive Chairman of the Board*

Well, we as the Estee Lauder Company, our brands are all non-partisan and do not take a political stance. There is no one single individual who represents the views of our company. We work closely with our HR and our inclusion diversity and equity teams to ensure we are reinforcing a culture of mutual respect and empathy for everybody who works for us and our consumers also.

Rainey Mancini *Estee Lauder Companies Inc - Senior Vice President, Investor Relations*

Thank you, William. At the anticipation of an easier regulatory environment under the new Presidential administration, does that change the company's views on the level of M&A you might participate in?

Fabrizio Freda *Estee Lauder Companies Inc - President, Chief Executive Officer, Director*

No. I don't think so. I don't anticipate a change in how we view M&A. M&A is already an important part of our capital allocation strategy. We always look at potential acquisitions or opportunities and where they make sense and either they fill right spaces in our portfolio or to help build capabilities to capture

consumer trends. I think this strategy will continue to be a balanced strategy.

Rainey Mancini *Estee Lauder Companies Inc - Senior Vice President, Investor Relations*

Thank you, Fabrizio. Our final question is about artificial intelligence. Are there any additional applications, algorithms, et cetera from last year's response? Last year, you discussed several areas where you're using artificial intelligence in your business, including demand forecasting, predictive analytics for consumer facing activities and operational efficiencies. Any updates here?

William Lauder *Estee Lauder Companies Inc - Executive Chairman of the Board*

Yes, with pleasure. I mean, this remains a very exciting area and an area where we continue to make progress. We built upon the base that you described in the discussion of last year over the course of 2024 by integrating AI and data analytics more deeply within our marketing activities.

One example is to better identify and level of trends especially in makeup. As you saw in the video today, this year, we are focused on continuing to announce our consumer centric growth model, applying these technologies and others to these opportunities.

Rainey Mancini *Estee Lauder Companies Inc - Senior Vice President, Investor Relations*

Thank you, Fabrizio. The question-and-answer period has now ended. Thank you for joining us today.

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