

The Estée Lauder Companies Inc. is one of the world's leading manufacturers and marketers of quality skin care, makeup, fragrance and hair care products. The Company's products are sold in over 140 countries and territories.

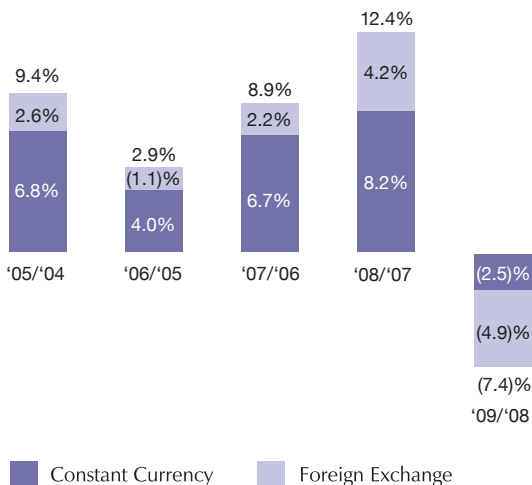
FOUR-YEAR STRATEGY

Imagine. Integrate. Innovate.

The Company's four-year strategy leverages its core strengths as superior brand builders and innovators, and more sharply focuses on execution capabilities and lowering its cost base. Performance goals through fiscal year 2013 include:

- Grow share by increasing sales at least one percentage point higher than global prestige beauty every year
- Generate more than 60% of sales outside the United States
- Achieve operating margin of 12% to 13% by fiscal 2013, showing step-change improvement annually
- Reduce days of inventory 15% to 20% to 145 to 150 days
- Reduce costs by \$450 million to \$550 million - Aggressively improve COGS; Accelerate SAP program; Reduce SKUs; Optimize distribution centers; Realize indirect procurement savings; Outsource certain support functions; Optimize regional structure
- Reduce headcount over the next two years by approximately 6% of the workforce
- Take charges associated with restructuring activities of between \$350 million and \$450 million over the next few years

NET SALES GROWTH



INVESTING IN CAPABILITIES

Reinvest \$50 million to:

- Strengthen competency in consumer insights
- Accelerate presence in fast growing markets and channels
- Intensify research and development and brand creation
- Leverage presence online
- Fund equity-based rewards program



STRATEGIC PRIORITIES

- Lead in skin care and makeup
- Expand super premium segments
- Grow more profitably in hair care
- Focus on fast-paced emerging markets
- Grow share in image building core markets and in profitable, fast growing channels
- Drive core channels with improved business model
- Address underperforming brands

FISCAL 2009 HIGHLIGHTS

- Unveiled four-year strategic plan for sustainable growth and increased profitability
- Developed initiatives to reduce costs by \$450 million to \$550 million over four years
- Announced executive succession effective July 1, 2009; William P. Lauder to Executive Chairman; Fabrizio Freda to President and Chief Executive Officer
- Restructured organization into new brand clusters
- Remained profitable, generated strong cash flow, improved balance sheet, grew share in certain key markets during global recession
- Strong growth in Asia/Pacific region
- Generated \$250 million belt-tightening cost savings
- Reduced days of inventory 14%

This fact sheet contains forward looking statements which involve risks and uncertainties. Please refer to the Company's recent SEC filings or website for further details.

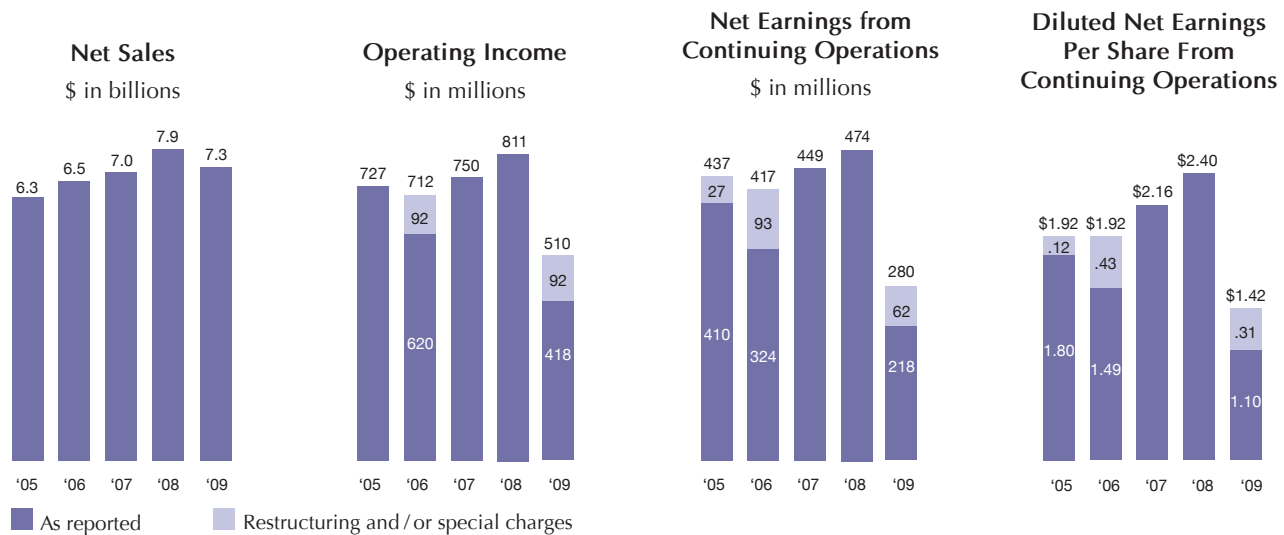
- Estée Lauder
- Aramis
- Clinique
- Prescriptives
- Lab Series
- Origins
- Tommy Hilfiger
- M·A·C
- Kiton
- La Mer
- Bobbi Brown
- Donna Karan
- Aveda
- Jo Malone
- Bumble and bumble
- Michael Kors
- Darphin
- American Beauty
- Flirt!
- Good Skin™
- Grassroots
- Research Labs
- Sean John
- Missoni
- Daisy Fuentes
- Tom Ford
- Coach
- Ojon

Financial Highlights

Year Ended June 30

dollars in millions, except per share data

	2009	2008	2007
Net sales	\$7,324	\$7,911	\$7,038
Gross profit margin	74.3%	74.8%	74.8%
Operating income	418	811	750
Operating income margin	5.7%	10.3%	10.7%
Net earnings	218	474	449
Diluted net earnings per share	1.10	2.40	2.16
Cash flow from continuing operations	696	690	667



Fiscal 2009 includes charges associated with restructuring activities of \$91.7 million, equal to 130 basis points of operating margin and \$.31 per diluted share, related to the Company's long-term multi-faceted cost savings program. Fiscal 2006 includes a special operating expense charge of \$92.1 million related to the Company's cost savings initiative, and a special net charge of \$35.0 million related to certain tax matters, including the settlement with the Internal Revenue Service regarding its examination of the Company's consolidated Federal income tax returns for fiscal years 1998 through 2001. Combined, these special charges were \$93.0 million, after-tax, or \$.43 per diluted share. During fiscal 2006, the Company sold certain assets and operations of its reporting unit that marketed and sold Stila brand products. Fiscal 2005 includes a special tax charge of \$27.5 million, equal to \$.12 per diluted share, related to a plan to repatriate foreign earnings in fiscal 2006 under the provisions of the American Jobs Creation Act of 2004. Fiscal years 2005 and 2006 have been restated for Stila as discontinued operations.

Fiscal 2009 Geographic Region Mix

Net Sales	Operating Income
Americas	
47%	23%
Europe / Middle East / Africa	
35%	45%
Asia / Pacific	
18%	32%

Fiscal 2009 Product Category Mix

Net Sales	Operating Income (Loss)
Skin Care	
39%	57%
Makeup	
39%	55%
Fragrance	
16%	(12)%
Hair Care	
6%	-

Contact Information

The Estée Lauder Companies Inc. 767 Fifth Avenue New York, NY 10153

Investor Relations: Dennis D'Andrea, Vice President, Investor Relations Phone: 212.572.4384 ddandrea@estee.com
 Eleanor F. Powell, Executive Director, Investor Relations Phone: 212.572.4088 epowell@estee.com
 Fax: 212.572.6633 www.elcompanies.com