

ESTÉE LAUDER COMPANIES

CLIMATE
TRANSITION
PLAN
2022



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LETTER FROM *LEADERSHIP*

Climate change is a risk to global communities, as well as to businesses everywhere. As temperatures continue to rise, stakeholders, from consumers to policy makers, are demanding that the business community accelerate efforts and make actionable commitments to reduce emissions.

At The Estée Lauder Companies, climate action is a strategic imperative. Like all companies with a global footprint, ours is not immune to risks associated with climate change. There is much at stake for our business and our industry, and we are choosing to respond with science-based action focused on systemic and lasting change.

That's why we are leveraging our platform as a global company, and our relationships with industry peers and partners, to contribute to protecting the health of our planet and people

around the world. We've set science-based targets for cutting our emissions and we strongly support the broader transition to a low-carbon economy. As noted in our annual fiscal Social Impact & Sustainability Report, we are committed to proactively sharing our progress toward those targets and how we'll adapt to business risks over the long-term.

To this end, we are proud to issue our first Climate Transition Plan. Knowing that this is a critical juncture for our climate future, our Climate Transition Plan is a detailed summary of our approach to reducing both operational emissions within our direct control (Scopes 1&2) and emissions across our extended value chain (Scope 3). Collectively, the actions set forth in the plan lay out a holistic roadmap for The Estée Lauder Companies' climate transition.

We've already hit important milestones for transforming our business, but we still have work to do to reduce our overall carbon footprint. And while the strategies laid out in this plan have been set with great care, we know that we'll need to be nimble and continually iterate our approach over time.

On behalf of The Estée Lauder Companies, we are proud to stand alongside our employees, our trusted community of suppliers, peers, advisors, and the global communities in which we operate in pursuit of our climate targets.

Thank you for your partnership in this important journey.

NANCY MAHON
Senior Vice President,
Global Corporate Citizenship & Sustainability
The Estée Lauder Companies Inc.

ROBERTO CANEVARI
Executive Vice President,
Chief Global Supply Chain Officer
The Estée Lauder Companies Inc.

PEDRO PONS ESTER
Senior Vice President,
Corporate Controller
The Estée Lauder Companies Inc.



CAUTIONARY NOTE

This Climate Transition Plan contains information about social impact and sustainability goals, targets, initiatives, commitments, and activities of ELC (which includes The Estée Lauder Companies Inc. and its subsidiaries). These efforts involve certain risks and uncertainties, such as changes in our business (e.g., acquisitions, divestitures, or new manufacturing or distribution locations), the standards by which achievement is measured, the assumptions underlying a particular goal, and our ability to accurately report particular information. Actual results could differ materially from our stated goals or the results we expect. Changing circumstances, including evolving expectations for social impact and sustainability generally or to specific focus areas, or changes in standards or the way progress or achievement is measured, may lead to adjustments in, or the discontinuation of our pursuit of, certain goals, commitments, or initiatives. Moreover, the standards by which social impact and sustainability efforts and related matters are measured are developing and evolving, and certain areas are based on assumptions. The standards and assumptions could change over time. The selection by management of alternative acceptable measurements could have resulted in materially different amounts or metrics reported herein. In addition, statements made about our company, business, or efforts may not apply to all business units (e.g., ones that were more recently acquired).

This plan may use certain terms that certain climate raters or rankers or others refer to as “material” in connection with certain social impact and sustainability matters. Used in this context, however, these terms are distinct from, and should not be confused with, the terms “material” and “materiality” as defined by, or construed in accordance with, securities or other laws and regulations. Therefore, matters considered to be material for purposes of this plan may not be considered material in the context of our financial statements, reports with the U.S. Securities and Exchange Commission (“SEC”), or our other public statements, and the inclusion of information in this plan is not an indication that such information is necessarily material to ELC in those contexts.

This plan includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding our social impact and sustainability goals, targets, initiatives, commitments, and activities, as well as our future operations and long-term strategy. Although we believe that our expectations are based on reasonable assumptions within the bounds of our knowledge of our business and operations, we cannot assure that actual results or outcomes will not differ materially from any future results or outcomes expressed or implied by such forward-looking statements. Forward-looking statements include all statements that do not relate solely to historical or current facts and involve a number of known and unknown risks, uncertainties, and other important factors such as those described above and in our recent SEC filings including in “Item 1A. Risk Factors” and “Item 7. Management’s Discussion and Analysis of Financial Condition and Results of Operations” in our Annual Report on Form 10-K for the fiscal year ended June 30, 2022, and in our subsequent Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. We assume no responsibility to update the information contained in this plan or to continue to report any information.



INTRODUCTION &
CLIMATE AMBITION

ABOUT THE ESTÉE LAUDER COMPANIES

The Estée Lauder Companies (ELC¹) is the global leader in prestige beauty—delighting consumers with high-quality products and experiences. We manufacture and market quality makeup, skin care, fragrance, and hair care, with a well-diversified portfolio of distinctive brands whose products are sold in approximately 150 countries and territories. Infused throughout our organization is a passion for creativity and innovation—a desire to push the boundaries and invent the unexpected as we continue the bold work of our founders, Estée and Joseph Lauder.

Our diverse portfolio of brands include Estée Lauder, Aramis, Clinique, Lab Series, Origins, M·A·C, La Mer, Bobbi Brown, Aveda, Jo Malone London, Bumble and bumble, Darphin Paris, TOM FORD BEAUTY, Smashbox, AERIN Beauty, Le Labo, Editions de Parfums Frédéric Malle, GLAMGLOW, KILIAN PARIS, Too Faced, Dr.Jart+, and the DECIEM family of brands, including The Ordinary and NIOD.

¹ ELC, we, our and similar terms generally includes The Estée Lauder Companies Inc. and its subsidiaries.



ELC'S SUSTAINABILITY STRATEGY

Social Impact and Sustainability (SI&S) is an element of our overall corporate strategy. Our deep commitment to environmental sustainability is one way we demonstrate our focus on the long term. We believe that having a climate transition plan that prioritizes action, resiliency, and collaboration is important now and will be important in the future.

We set a variety of goals which can be found in our annual [SI&S Report](#). Our goals reflect our strategic focus on driving change.

PARAMETERS OF THIS PLAN

The focus of this Climate Transition Plan is our climate action strategy and the goals we set in our science-based targets for emissions reduction. **In this plan, you will find information regarding ELC's strategy for aligning operations and value chain within the boundaries articulated by climate scientists.** This plan contains information about our forward-looking strategy to achieve our 2030 climate targets. Please see the Cautionary Note on page 1 of this document. References to ELC's fiscal year in this plan (e.g. fiscal 2021 or fiscal 2022) refer to the period from July 1 through June 30 of the year.

FUNDING

ELC understands and appreciates that appropriate funding is required to achieve our climate targets. We recognize that meaningful climate action can involve financial investments to expand our capabilities, including in software, talent, innovation, and training. In addition, it can involve investment in our operations, such as the purchase of equipment, other goods, energy, or services that are more efficient than ones we previously purchased. Due to increased efficiency, the incremental cost for operational improvements tends not to be meaningful.

On-site solar at ELC's Distribution Center in Galgenen, Switzerland.

CLIMATE ACTION *STRATEGY*

ELC's climate action strategy helps guide our decision-making process and enables us to respond thoughtfully to the social and environmental challenges and opportunities of our time. Our climate work is a priority focus area of this overarching sustainability strategy, which leverages our strengths as a company and our position as a trusted voice in the prestige beauty industry to create meaningful, holistic impact.

Our climate action approach is based around three strategic pillars:



Operational Sustainability

We make investments to help drive resource efficiency and cost savings in our own direct operations and in the transportation and distribution of our products.



Supplier Engagement

We work with our network of suppliers in an effort to address environmental and social impacts beyond our own direct operations and foster joint value creation.



Product Innovation

We seek to embed GHG reductions across our product development process to help reduce life-cycle carbon impacts.

The three pillars are woven throughout this Climate Transition Plan. Look for the symbols above for an indication of how our climate transition strategies fit into our broader sustainability work. Read more about the breadth of our sustainability work in our annual SI&S Report.

CLIMATE GOALS

In 2020, ELC established a set of ambitious climate goals to reduce our greenhouse gas (GHG) emissions. Verified by the third-party Science-Based Target initiative (SBTi), our climate goals are:

Reduce our absolute
Scope 1 & 2 GHG emissions

50%
by 2030
from a 2018 base year.¹

Reduce our Scope 3 GHG
emissions from purchased
goods and services,
upstream transportation
and distribution, and
business travel*

60% per unit
revenue
by 2030
from a 2018 base year.²

**These categories represent about 80% of our estimated Scope 3 emissions.*

- 1 Reduction is from a fiscal 2018 baseline and reflects Scope 1 and Scope 2 market-based emissions including renewable energy sourced from contractual agreements. By 2030 means by the end of fiscal year 2030.
- 2 Reduction is calculated from a fiscal 2018 Scope 3 baseline (Scope 3 in metric tons CO₂ equivalents/net sales in million USD). By 2030 means by the end of fiscal year 2030. Excludes brands acquired by ELC during or after fiscal 2020 and other acquisitions made prior thereto that have not yet been integrated into the relevant ELC systems.
- 3 In fiscal 2023, ELC updated its language to use “carbon neutral” instead of “Net Zero” when referring to its efforts to eliminate carbon emissions from its operations. The change is in response to an update from the Science Based Targets initiative (SBTi), which issued guidance on a common definition of Net Zero. While still considered carbon neutral, ELC’s practices do not meet the SBTi’s revised definition of Net Zero. ELC recognizes that climate-related standards and best practices may continue to evolve over time and we may choose to adjust our definition of carbon neutrality accordingly in the future.
- 4 ELC joined the RE100 campaign in 2017. Please see www.there100.org for more information.
- 5 Electricity consumption for all global activities with ELC operational control. Renewable electricity consumption reflects on-site generation, off-site generation (utility contracts), Energy Attribute Certificates (EACs), and a Virtual Power Purchase Agreement (VPPA).
- 6 Excludes brands acquired by ELC during or after fiscal 2020 and other acquisitions made prior thereto that have not yet been integrated into the relevant ELC systems.



In fiscal 2020, we were proud to reach two important climate goals. We achieved carbon neutrality³ across our Scope 1 and Scope 2 emissions, and in alignment with the RE100 global initiative⁴, we sourced 100% renewable electricity⁵ for our direct operations.⁶ We intend to maintain both goals going forward.

CROSS-FUNCTIONAL APPROACH

Achievement of our climate goals depends on their integration and implementation across our brands, regions, functions, and distribution channels.

- We rely on our brand teams to help drive awareness with consumers, pilot emerging technologies, and contribute to our key sustainability goals.
- Our regional teams help incorporate best practices across territories and translate enterprise-level targets into local initiatives.
- Our function and distribution channel teams help integrate overarching sustainability targets into their zones of influence.

For example, in fiscal 2021, we announced sustainability goals specific to our Travel Retail business. Travel Retail, which covers the world of duty-free environments including airports, downtown locations, airlines, cruises, and border shops, is one of the company's highest growth channels and touches over 1 billion consumers a year. In line with our company-wide sustainability goals, Travel Retail identified emissions, waste, and energy as key priorities for their business based on industry need and potential impact.

Travel Retail's sustainability goals are:

- Achieve carbon neutrality¹ for all Corporate Travel Retail Worldwide Business Air Travel by the end of fiscal year 2023.²
- Transition all Travel Retail Exclusive (TREX) paper cartons to responsibly sourced FSC-certified board by 2025. Reduce plastic usage by removing plastic film-wrap from Travel Retail Exclusive outside cartons by 2023.
- Incorporate sustainability practices in Travel Retail new store design and visual merchandising across all brands, including with respect to materials starting in fiscal year 2021.
- Deploy sustainability practices across all Travel Retail office locations by the end of fiscal year 2023.

¹ In fiscal 2023, ELC updated its language to use "carbon neutral" instead of "Net Zero" when referring to its efforts to eliminate carbon emissions from its operations. The change is in response to an update from the Science Based Targets initiative (SBTi), which issued guidance on a common definition of Net Zero. While still considered carbon neutral, ELC's practices do not meet the SBTi's revised definition of Net Zero. ELC recognizes that climate-related standards and best practices may continue to evolve over time and we may choose to adjust our definition of carbon neutrality accordingly in the future.

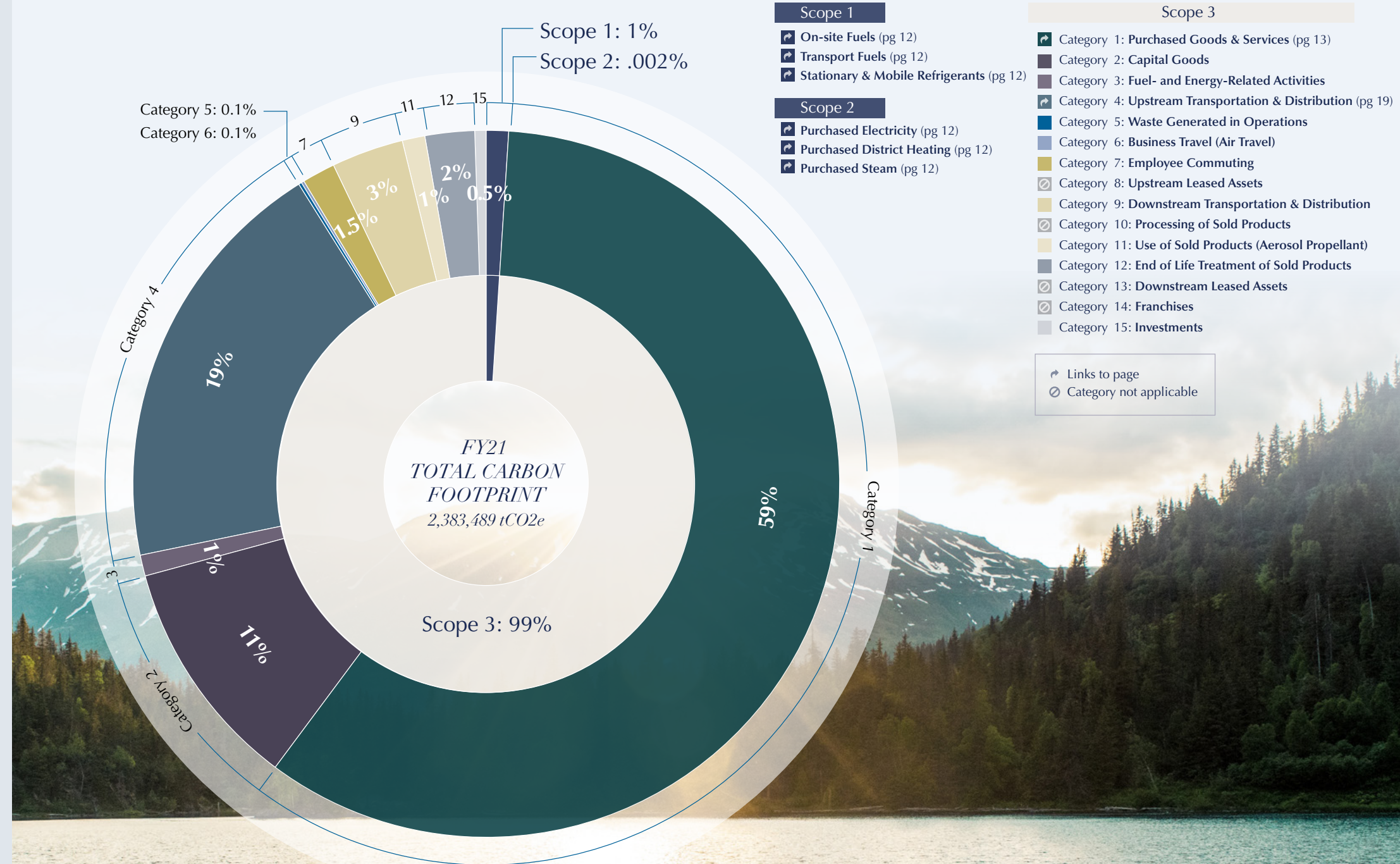
² Excludes travel by counter beauty advisors.



Travel Retail Clinique Store in Sanya Haitang Bay downtown, China.

OVERVIEW OF GHG INVENTORY

Achievement of our climate goals will require action across a wide variety of emissions sources. ELC's GHG inventory is published in our annual SI&S Report. These GHG emissions are organized into Scopes 1, 2 and 3. Scope 1 emissions (i.e. emissions from fuel used to power boilers, furnaces, owned vehicles) and Scope 2 emissions (i.e. emissions from the generation of purchased electricity) relate to emissions coming from a company's operations, while Scope 3 takes into account emissions across the extended value chain, from the sourcing of raw materials to employee travel. The Climate Transition Strategy section of this plan outlines the key initiatives and plans we have in place for reducing many of the emissions categories below.



CLIMATE-RELATED GOALS

In order to achieve our science-based climate targets, we have set a variety of related goals. We expect that achievement of these goals will contribute to GHG emissions reductions in addition to other benefits. See the Climate Transition Strategy section for more details on how we plan to achieve the goals.

SOURCING RESPONSIBLY

BY 2025

We will have identified sensitive ingredient supply chains and developed robust biodiversity and social action plans for them.

BY 2025

at least 95% of our palm-based ingredients (palm oil and its derivatives) will be certified sustainable from RSPO physical supply chains.¹

ELECTRIC VEHICLES

BY 2030

100% of our global corporate fleet² vehicles will transition to electric.³
This goal is aligned with the EV100 global initiative.⁴

PACKAGING⁵

BY 2025

75-100% of our packaging will be recyclable, refillable, reusable, recycled, or recoverable.

BY 2030

50% or less amount of virgin petroleum content in our plastic packaging.

BY 2025

25% or more post-consumer recycled (PCR) material in our packaging.

BY 2025

Our ambition is to use responsibly sourced paper products whenever possible with a goal to have 100% of our forest-based fiber cartons Forest Stewardship Council (FSC) certified by 2025.



Electric vehicle charging station at ELC's Melville, NY site.

¹ We have achieved our original goal of 90% palm-based ingredients certified from RSPO physical supply chains (Mass Balance, Identity Preserved, or Segregated) ahead of schedule and have set a more ambitious target (95%). Excludes palm-based ingredients not directly procured by ELC, such as those procured by Third-Party Manufacturers (TPMs) and certain acquired brands not yet fully integrated into the relevant ELC systems.
² Global fleet: Sales, executive benefit and employee perquisite passenger vehicles that are owned or leased by ELC and provided to employees on behalf of their role within the organization.
³ Electric vehicles: Passenger vehicles that have the ability to be plugged into an outlet for charging. Includes plug-in hybrid and fully electric vehicles.
⁴ ELC joined the EV100 campaign in 2022. Please see www.theclimategroup.org/ev100 for more information.
⁵ Product packaging is defined as any item to be used for the containment, protection, handling and presentation of products and delivery to ELC's distribution centers that is included on the bill of materials. Excludes brands acquired by ELC during or after fiscal 2020. For additional information, see Management Assertion in our annual SI&S report.



CLIMATE *TRANSITION* STRATEGY

The following section articulates certain of our planned actions and approaches to reduce both operational emissions within our direct control (Scope 1 & 2) and extended value chain emissions (Scope 3). Collectively, these actions and approaches lay out an initial roadmap for ELC's climate transition. We are proud to stand alongside our trusted community of suppliers, peers, and advisors in pursuit of meaningful climate initiatives.

On-site solar at ELC's Melville, New York site.

OPERATIONS

(Scopes 1 & 2)

ELC works to reduce emissions in our own operations and drives efficiency and impact through a portfolio of climate solutions. These solutions include on-site and off-site renewable energy, energy efficiency and green building programs, and transition to electric vehicles. The emissions reduction initiatives we undertake in our own operations aim to reduce our Scope 1 & 2 emissions, which together in fiscal 2021 made up about 1% of our estimated GHG emissions. Our approved science-based target includes reducing our Scope 1 & 2 emissions by 50% by fiscal 2030 from a 2018 baseline. So far, we have achieved a 58% reduction in our Scope 1 & 2 emissions.

Our Perspective on Carbon Offsets

Our climate priority is emissions reduction, in line with our 2030 science-based targets. We work with reputable offset providers to source high quality¹ offsets that have a meaningful impact. When ELC chooses to purchase carbon offsets, we do so as a complement to, not a replacement for, emission reductions.

¹ High quality offsets are associated with GHG reductions or removals that are considered permanent, additional, enforceable, real, and verified to a rigorous third-party standard.

OPERATIONS

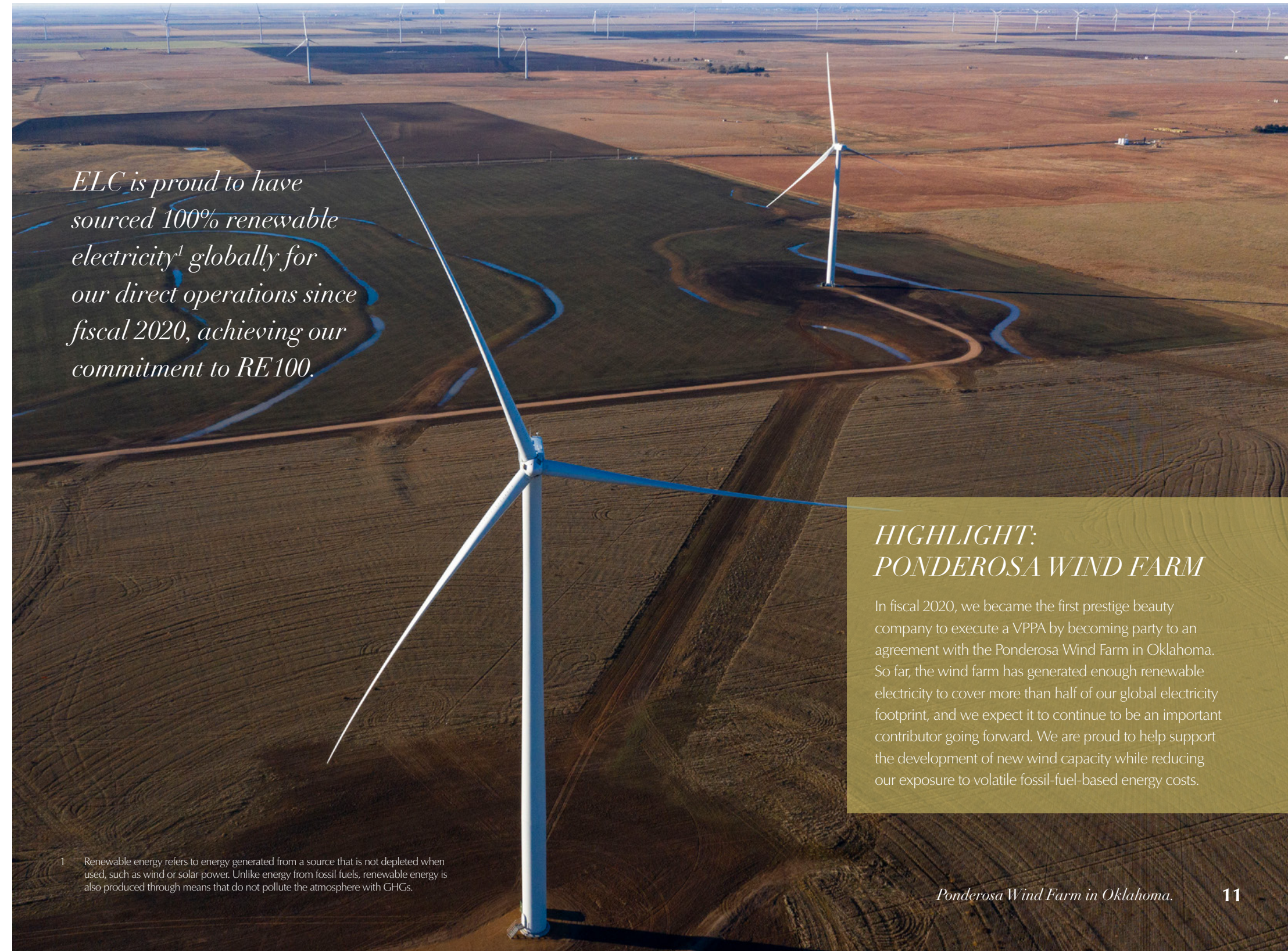


RENEWABLE ELECTRICITY

We have made great strides on continuing to evolve our work on renewable electricity through a portfolio approach:

- 1 We have on-site generation capacity at six of our eight major manufacturing campuses with plans to expand generation to the remaining two.
- 2 We use collaborative utility contracts to support installation of off-site renewable electricity infrastructure, including Virtual Power Purchasing Agreements (VPPAs).
- 3 We purchase verified Renewable Energy Certificates (RECs) for the remainder of our electricity use.

Looking forward, we are in the process of developing a holistic renewable electricity strategy under the collaborative expertise of our Global Corporate Citizenship and Sustainability (GCCS) team, our Environment, Health & Safety (EHS) team, and our Engineering team. Through this work, we will evaluate our mechanisms for sourcing renewable electricity and explore opportunities to make them increasingly effective for the business. Renewable electricity is expected to remain a crucial part of our sustainability strategy.



ELC is proud to have sourced 100% renewable electricity¹ globally for our direct operations since fiscal 2020, achieving our commitment to RE100.

HIGHLIGHT: PONDEROSA WIND FARM

In fiscal 2020, we became the first prestige beauty company to execute a VPPA by becoming party to an agreement with the Ponderosa Wind Farm in Oklahoma. So far, the wind farm has generated enough renewable electricity to cover more than half of our global electricity footprint, and we expect it to continue to be an important contributor going forward. We are proud to help support the development of new wind capacity while reducing our exposure to volatile fossil-fuel-based energy costs.

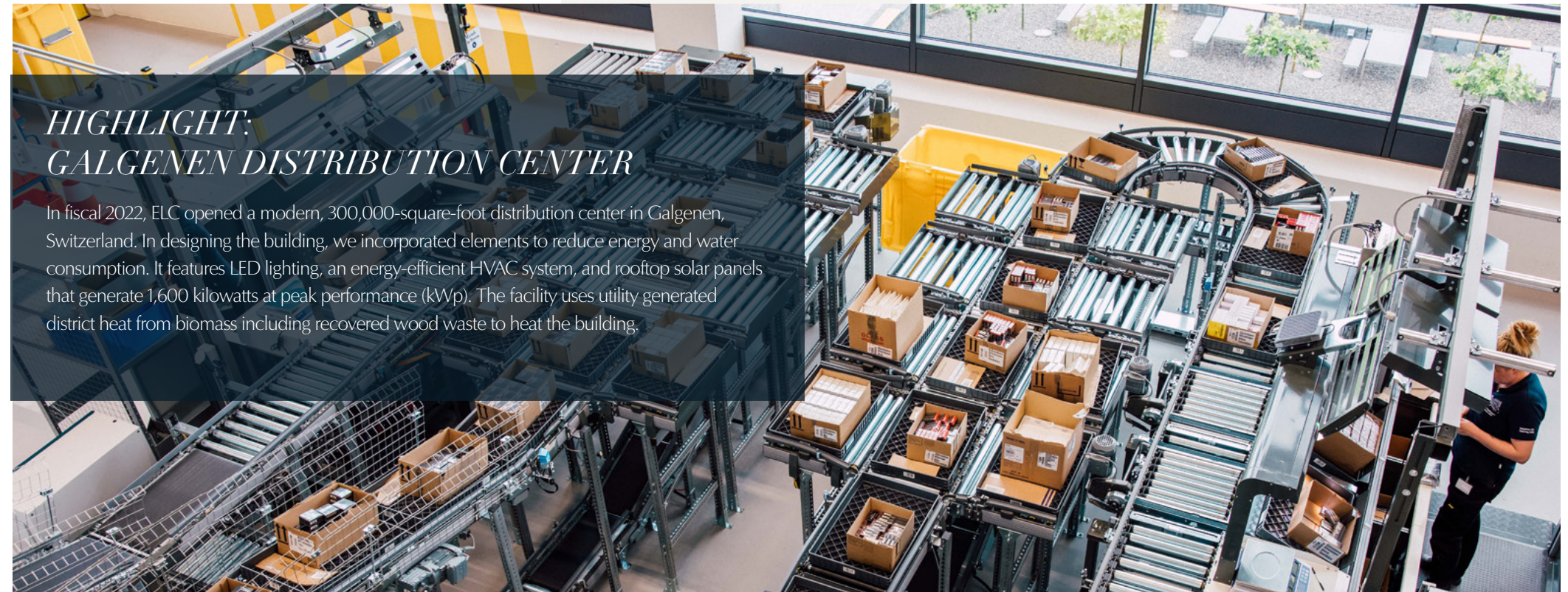
¹ Renewable energy refers to energy generated from a source that is not depleted when used, such as wind or solar power. Unlike energy from fossil fuels, renewable energy is also produced through means that do not pollute the atmosphere with GHGs.



ENERGY EFFICIENCY & GREEN BUILDINGS

We work to increase energy efficiency at our sites. ELC has more than 1,820 sites including manufacturing, distribution, innovation, office, salon, and freestanding store locations. New non-retail spaces and spaces undergoing major renovations are encouraged to pursue LEED green building certification or an approved equivalent, and new or renovated office spaces are encouraged to pursue WELL certification. In fiscal 2020, we finalized our Green Building Standards for new construction and major renovations that are not pursuing a LEED certification. These standards set the baseline for sustainability practices for our spaces, covering impact areas such as energy, water, waste, and indoor air quality. We have also developed sustainability practices for our existing and retail spaces, which are focused on driving energy-efficient behaviors.

For over 20 years, our manufacturing sites have been certified to ISO 14001¹, which is a globally recognized international environmental management standard and the foundational framework for driving continuous improvement in environmental performance, including energy efficiency and reduction. In fiscal 2022, ELC used an Energy Management System (EMS) to track energy usage and savings in North America and the United Kingdom. We



HIGHLIGHT: GALGENEN DISTRIBUTION CENTER

In fiscal 2022, ELC opened a modern, 300,000-square-foot distribution center in Galgenen, Switzerland. In designing the building, we incorporated elements to reduce energy and water consumption. It features LED lighting, an energy-efficient HVAC system, and rooftop solar panels that generate 1,600 kilowatts at peak performance (kWp). The facility uses utility generated district heat from biomass including recovered wood waste to heat the building.

plan to implement EMS in fiscal 2023 for the rest of Europe, Middle East, and Africa (EMEA), and we are exploring a similar approach at other sites.

In addition to our existing efforts, ELC is investing in innovation and emerging energy-efficiency technology. We are exploring next-generation technologies, including centralized heat recovery, heat pump and geothermal, and alternative fuel use with battery storage.

In addition to our work to reduce our emissions in line with our science-based targets, we have achieved carbon neutrality² for our own operations (Scopes 1 & 2) since fiscal 2020. We accomplished this through a combination of energy efficiency projects, renewable energy use, and carbon offset purchases.



ELECTRIC VEHICLES

As a member of the global EV100 initiative, we have a goal of transitioning 100% of our global corporate fleet³ to electric vehicles⁴ by 2030. While we are just beginning to implement this transition, we have developed a detailed roadmap and have identified pilot regions for testing and deployment. Based on our findings in the field, we aim to progressively replace internal combustion vehicles with electric options, developing charging infrastructure as necessary to support our fleet. Achievement of this goal will depend on a number of factors, including the level of external, local development of necessary infrastructure.

ELC's Distribution Center in Galgenen, Switzerland.

- 1 Excludes sites that were acquired after January 1, 2021.
- 2 Carbon neutrality describes a state in which carbon dioxide equivalent (CO₂e) emissions released to the atmosphere by a stakeholder (individual, organization, company, country, etc.) have been reduced or avoided and the remaining emissions are addressed through carbon offsets. In fiscal 2023, ELC updated its language to use "carbon neutral" instead of "Net Zero" when referring to its efforts to eliminate carbon emissions from its operations. The change is in response to an update from the Science Based Targets initiative (SBTi), which issued guidance on a common definition of Net Zero. While still considered carbon neutral, ELC's practices do not meet the SBTi's revised definition of Net Zero. ELC recognizes that climate-related standards and best practices may continue to evolve over time and we may choose to adjust our definition of carbon neutrality accordingly in the future.
- 3 Global fleet: Sales, executive benefit and employee perquisite passenger vehicles that are owned or leased by ELC and provided to employees on behalf of their role within the organization.
- 4 Electric vehicles: Passenger vehicles that have the ability to be plugged into an outlet for charging. Includes plug-in hybrid and fully electric vehicles.

PURCHASED GOODS & SERVICES

(Scope 3, Category 1)

ELC purchases goods and services from direct suppliers, who provide us with raw materials, ingredients, packaging, and Third-Party Manufacturing (TPM), as well as from indirect suppliers, who sell us goods and services not directly used in the manufacturing of our products. In fiscal 2021, purchased goods and services made up about 59% of our estimated GHG emissions. Our approved science-based target includes reducing emissions across several Scope 3 categories, such as purchased goods and services, by 60% per unit revenue by 2030.¹

We strive to reduce emissions from our purchased goods and services chiefly through collaboration with our suppliers and product innovation. The following sections outline our key plans for reducing emissions across ingredients and raw materials, packaging, TPMs, and indirect suppliers.

¹ Excludes brands acquired by ELC during or after fiscal 2020 and other acquisitions made prior thereto that have not yet been integrated into the relevant ELC systems.



PURCHASED GOODS & SERVICES

ESTÉE LAUDER COMPANIES

WE ARE
GLOBAL CITIZENS

Supplier Sustainability Day



ESTÉE LAUDER COMPANIES



SUPPLIER ENGAGEMENT

Our direct and indirect suppliers are key partners in meeting our climate goals. Engaging this stakeholder group is an important part of our reduction plan across many types of purchased goods and services. ELC aims to support and encourage our suppliers to make business decisions with positive climate impacts. We engage our suppliers through a variety of complementary methods.

In addition, ELC aims to invest in and upskill our supply chain teams to accelerate progress on procurement sustainability. In fiscal 2022, ELC was a founding member of Zero100, a community-based education and research platform to connect, inform, and inspire a new generation of leaders inventing Zero Percent Carbon, 100% Digital supply chains. Through this collaborative platform, our leaders will help reimagine the production, distribution, and consumption of physical goods around the world.

Supplier Summits

ELC strives to act as a convener that provides a platform for our suppliers to share best practices and solve mutual challenges. Supplier summits so far have focused on packaging sustainability, ingredient sustainability, and visual merchandising and store design. Offering a platform for cross-pollination and the sharing of experiences helps reduce the barriers to adoption of lower-carbon technology.

Roberto Magana, Senior Vice President & Chief Procurement Officer, welcoming suppliers to an ELC Supplier Summit.

ecovadis
Business Sustainability Ratings

EcoVadis is a supplier sustainability scoring platform. In fiscal 2022, we increased the total number of direct and indirect suppliers ranked by EcoVadis to more than 1,000.



ELC uses CDP Supply Chain to collect detailed climate data from our strategic and high impact suppliers, enabling us to identify areas of opportunity for climate action, mitigation, and collaboration. In fiscal 2022, we engaged nearly 200 suppliers on climate using CDP Supply Chain, representing a significant portion of our purchased goods and services emissions.



ELC participates in the cross-industry Supplier Leadership on Climate Transition (SLoCT) consortium, a program designed to help raise the capacity of suppliers to respond to climate challenges. Participating suppliers are supported in developing a GHG footprint, setting a science-based target, adopting GHG abatement measures, and disclosing progress. ELC is proud to sponsor over 40 of our supplier partners through the SLoCT program.

INGREDIENTS & RAW MATERIALS

In order to make the products that our consumers love, we source more than 4,000 ingredients from hundreds of suppliers across the globe. We have developed two key methods to achieve our climate goals related to ingredients and raw materials:

- 1 Seek greener alternatives that maintain our high-performance standards through product innovation.
- 2 Enact ingredient-specific sourcing action plans to help increase traceability and sustainability in the procurement process.

In the coming years, we plan to explore options to further decarbonize our ingredient supply chain, for example, by refining our systems for measuring the climate impact of our sourcing action plans and other programs and by expanding supplier summits and increasing other collaboration opportunities across suppliers.



Product Innovation

Reducing the climate impact of our raw materials and ingredients begins with informed product formulation. For our product innovation pillar, we have convened representatives from Research & Development, Supply Chain, and Global Corporate Citizenship & Sustainability, who together are working to further integrate climate considerations into product development.

Jingyu (Cora) Huang, Senior Scientist, Bioactives, R&D, researching new bioactives utilizing green chemistry principles.





Kaleka's Mosaik Initiative project site, supported through The Estée Lauder Companies Charitable Foundation's participation in the ASD Impact Fund. The sustainable landscape project focuses on community-based restoration, conservation of natural forests, livelihood development and RSPO certification of smallholder farmers in Indonesia.



Sourcing Responsibly & Sensitive Supply Chain Action Plans

ELC is committed to reducing the climate impact of our raw materials. Our intention is to start with our largest opportunities for impact. Of the 4,000+ ingredients we source, we have identified and prioritized sensitive ingredients and are in the process of developing biodiversity or social action plans for them. Many of the sensitive supply chain action plans include a focus on environmental issues, resource use, and climate.

ELC's ingredient-specific sourcing plans are supported by a robust set of procurement policies, including our Supplier Code of Conduct and our No Deforestation, No Peat, No Exploitation (NDPE) policy. Our adherence to the NDPE policy is expected to help reduce the GHG impact of our ingredients and increase our climate resilience.

EXAMPLE: *Palm Action Plan*

Palm oil derivatives are an important ingredient used in many of our formulations. For many years it has become clear that the palm oil supply chain is sensitive to deforestation and other environmental and social risks. In order to mitigate these risks, ELC developed an action plan for palm oil that includes a goal of sourcing 95% of palm-based ingredients from Roundtable on Sustainable Palm Oil (RSPO) certified sustainable physical supply chains by 2025.^{1,2} RSPO Certified Sustainable Palm Oil has been shown to have a 35% lower climate change impact compared to non-certified palm oil.³

Our approach includes purchasing RSPO Independent Smallholder credits to support small farmers, becoming a founding member of the Action for Sustainable Derivatives (ASD), funding education initiatives like Farmer Field School training, and accelerating an innovative pooled-funding mechanism to support landscape restoration. We have made great progress: In calendar year 2021, 92% of our palm-based ingredients were certified from RSPO physical supply chains.¹ For the most up to date progress on ELC Climate and Climate-related goals, please see the most recent Social Impact and Sustainability report.

- 1 Palm oil sourcing is reported by Calendar Year (CY) in alignment with the Roundtable on Sustainable Palm Oil (RSPO) Annual Communication of Progress (ACOP) guidelines. Excludes palm-based ingredients not directly procured by ELC, such as those procured by Third-Party Manufacturers (TPMs) and certain acquired brands not yet fully integrated into the relevant ELC systems.
- 2 ELC has achieved our original goal of 90% palm-based ingredients certified from RSPO physical supply chains (Mass Balance, Identity Preserved, or Segregated) ahead of schedule and has set a more ambitious target of 95% by end of calendar year 2025.
- 3 https://lca-net.com/files/RSPO-LCA-Executive-summary_20190625.pdf

PACKAGING

The primary and secondary packaging that surrounds ELC's products provides a luxurious, high-touch experience for our consumers. Because our prestige packaging plays such an important role in consumer experience, we see a tremendous opportunity to drive innovations through the lens of sustainability and incorporate these concepts into our packaging designs. As part of our climate action strategy, ELC and our brand and channel teams have set targets for packaging that are intended to continue to delight consumers while helping to reduce impacts on the planet.

Our overarching packaging targets¹ include:

- 1 By 2025, 75-100% of our packaging will be recyclable, refillable, reusable, recycled, or recoverable.
- 2 By 2025, we aim to increase the amount of post-consumer recycled (PCR) material in our packaging to 25% or more.
- 3 By 2030, we aim to reduce the amount of virgin petroleum plastic in our packaging to 50% or less.
- 4 Our ambition is to use responsibly sourced paper products whenever possible with a goal to have 100% of our forest-based fiber cartons FSC certified by 2025.



Packaging Sustainability Guidelines

In pursuit of our packaging goals, ELC has developed a comprehensive set of Packaging Sustainability Guidelines to help synchronize packaging decision-making across brands and teams. The guidelines contain an overview of our approach to packaging, including custom-developed methodologies to calculate the sustainability profile of various product-packaging formats and estimated associated GHG emissions. The Packaging Sustainability Guidelines prioritize designing for reuse, refillability, and recyclability; reducing and removing unnecessary virgin materials; and increasing proportions of bio-based and/or post-consumer recycled material. They are integrated into ELC's product development process and are considered from the earliest design phase. Across ELC brands, designers are required to incorporate at least one of the 5 R's (recyclable, refillable, reusable, recycled, or recoverable) into new products.¹



Brand & Channel Packaging Highlights

We are proud to help drive innovations in the sustainability of luxury packaging in the beauty industry, with our brands leading the way by piloting creative solutions. Looking forward, we aim to implement these best-in-class practices at scale and continue to deliver packaging innovations that are better for both consumers and the planet. The examples below either directly result in emissions reductions or increase recycling rates, reducing emissions from landfills.



In fiscal 2022, Aveda developed its first ever paper-based, locally recyclable sachet which was launched initially in Europe and the United Kingdom. Production of this sachet emits 37% fewer GHGs compared to the multilaminated sachets commonly used in the industry.



In fiscal 2021, Clinique launched a partnership with Roctool, a provider of unique molding technology. The technology enables mono-material packaging without the need for secondary decoration.



In fiscal 2021, and as a "first" for prestige beauty, Origins leveraged advanced recycling technology from SABIC and partnered with packaging supplier Albéa to deliver its Clear Improvement Active Charcoal Mask in a tube mainly composed of a circular polymer resin, made using a revolutionary, certified-circular polyethylene and polypropylene advanced recycling technology.

Our Travel Retail team has committed to eliminating film-wrapping from the packaging of Travel Retail Exclusive Sets, which is expected to avoid approximately 18,000 kilograms of plastic waste annually.

¹ Excludes brands acquired by ELC during or after fiscal 2020.



THIRD-PARTY MANUFACTURERS (TPMS)

While many of ELC's products are manufactured at our own facilities, we also work with TPMS. As such, TPMS are important partners for us to achieve certain sustainability goals, such as climate goals and initiatives for sourcing responsibly. TPMS are included in our science-based target to reduce Scope 3 emissions across several categories by 60% per unit revenue by 2030.

We aim to engage TPMS through the same avenues as our other direct suppliers, including EcoVadis, CDP Supply Chain, and Supplier Leadership on Climate Transition (SLoCT). We also encourage our TPMS to shift to renewable energy and implement other energy-efficiency and lower-carbon initiatives.

TPMs and indirect suppliers are included in our science-based target to reduce Scope 3 emissions across several categories by 60% per unit revenue by 2030.

INDIRECT SUPPLIERS

In addition to the complex supply chains that create and move our products and components, ELC works with a wide variety of partners on other services that power our business. We call this group our "indirect suppliers," and they provide services such as digital and software products; advertising agencies and consultants; media, including photo and video production; and physical materials like shop displays and printed materials.

Over the coming years, we plan to use a few strategies to reduce emissions from indirect suppliers, chiefly optimizing our purchasing decisions and engaging our indirect suppliers.

Optimizing our purchasing decisions

We strive to reduce emissions in our indirect supply chain through intentional purchasing. Through our Packaging Sustainability and Green Building work, we have implemented lower-impact purchasing guidelines for materials used in visual merchandising, product testing, and other retail uses.

Engaging our indirect suppliers

Meeting our ambitious climate goals will require participation and collaboration. We encourage our indirect suppliers to shift to renewable energy and implement other energy-efficiency and lower-carbon initiatives, including through EcoVadis, CDP Supply Chain, and SLoCT. We are focused on follow-up and education to help indirect suppliers to establish a foundation for improving their environmental performance.

ELC works with a wide variety of partners on other important services that power our business.

TRANSPORTATION AND DISTRIBUTION

(Scope 3, Category 4)

ELC and our brands sell products in approximately 150 countries and territories around the globe. Ensuring that our products, and the ingredients and components that go into them, are transported effectively is crucial to our success, but in a world powered by internal combustion engines, transportation is also a major source of carbon emissions. In fiscal 2021, about 19% of our estimated GHG emissions came from upstream transportation and distribution of our products and their components.

Our climate goals include reducing emissions across several Scope 3 categories, including transportation and distribution, by 60% per unit revenue by 2030 from a 2018 baseline. We have three key focus areas for reducing transportation and distribution impacts: supply chain regionalization; efficient routing, modes, and packaging; and investing in emerging technologies.





SUPPLY CHAIN REGIONALIZATION

One of the ways that we can limit our transportation and distribution footprint is through reducing the distance that our products and components must travel. This includes exploring opportunities to co-locate producers, processors, manufacturers, distributors, and customers. Co-locating multiple stages of a product's supply chain also has benefits for our business resiliency, including by shortening production lead times.

REGIONAL HIGHLIGHT: SAKURA CAMPUS

ELC's first Asia-Pacific-based, state-of-the-art manufacturing plant and engineering innovation center, the Shimotsuma facility in Japan's Ibaraki Prefecture, is expected to start operation in fiscal 2024. In addition to boasting the latest technology for operational sustainability, this facility is strategically positioned to manufacture products closer to the point of demand from Asian consumers and further support and drive business growth. By manufacturing products closer to consumers, we expect to meaningfully reduce the associated distribution emissions.

Sakura: ELC's first Asia/Pacific (APAC)-based manufacturing plant and engineering innovation center in the Ibaraki Prefecture in Japan.



EMERGING TECHNOLOGY

ELC is committed to supporting, testing, and enabling the transition toward low-emission vehicles in our supply chains. We aim to collaborate with our logistics suppliers to pilot battery-electric and hydrogen fuel cell trucks as they become available in our markets. We are also evaluating opportunities to support Sustainable Aviation Fuel (SAF) technology as pilot projects become available. While there is still a good deal of uncertainty surrounding the technological and economic availability of innovative transportation solutions, ELC is actively pursuing options considered to be more viable.



EFFICIENT ROUTING, MODES & PACKAGING

Where long- and short-haul transportation is required, we have an opportunity to reduce emissions by using business intelligence to optimize our routes, modes, and packaging systems.

Optimizing routing

Global shipping requirements are complex, and our products don't always take the most direct route from production site to end user. While some inefficiencies are unavoidable, we anticipate that network analysis can help us optimize routing choices and improve container utilization over the coming years.

Optimizing packaging

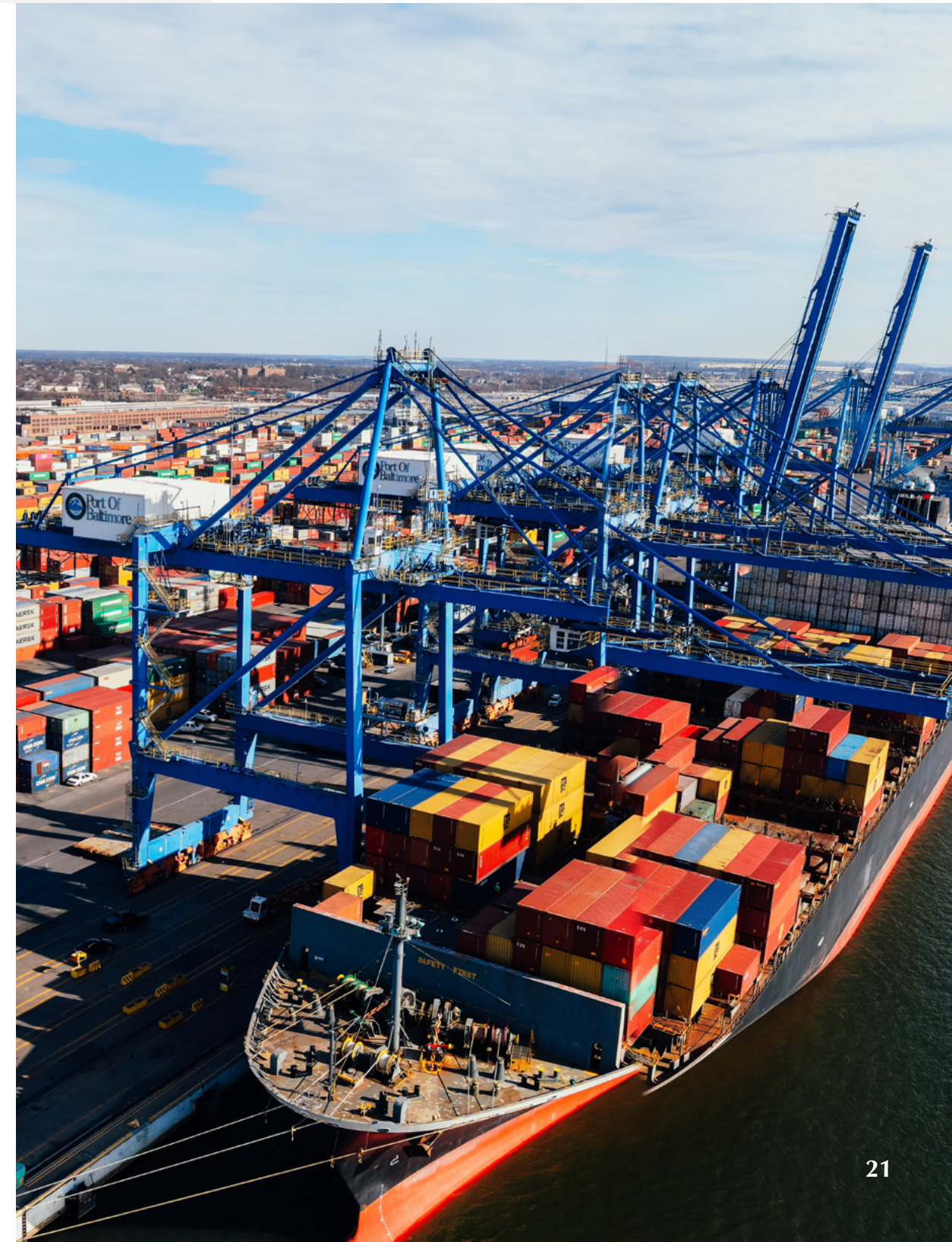
ELC is exploring ways to increase transportation efficiency by minimizing wasted space in our trucks or containers. Intentionally designed packaging systems can help maximize the number of units transported per container. This in turn helps reduce the number of trips required to transport a given quantity of product or component. Reducing the weight of these packaging systems helps keep fuel use at a minimum. See the packaging section of this plan for more about our strategy for optimizing packaging.

Optimizing modes

Some of ELC's transportation and distribution emissions come from shipments transported by air, typically due to short production timelines. By extending our production schedule and using predictive analytics, ELC aims to transition our shipments to other modes. In addition, we are exploring new approaches to the "last mile" of getting products into the hands of consumers, including electric vehicles and pick-up-drop-off points.

CHANNEL HIGHLIGHT:

Our brand.com sites (such as www.Aveda.com) have introduced numerous sustainability innovations to help educate consumers and reduce impacts. The innovative tools include a carbon calculator at checkout for shipping emissions, carbon-neutral shipping options through the purchase of carbon offsets, and next-generation packaging such as a reusable shipper for select products.



DRIVING TRANSFORMATIONAL CHANGE

ELC understands and appreciates that we cannot turn the tide on climate change by ourselves. We recognize the importance and power of collaboration and center this as a priority across climate and other sustainability initiatives. We invest in partnership and knowledge-sharing with our suppliers, our peers in the beauty industry, and beyond.

As part of our efforts toward transformational change, we are conducting a thorough, holistic review of our climate action strategy. This review will include our own employees and underserved groups in the communities where our business operates. We continue our focus on understanding equity in our climate action, and this deep-dive assessment is intended to help identify areas of opportunity.



ELC's Nancy Mahon, Senior Vice President, Global Corporate Citizenship & Sustainability; Roberto Canevari, Executive Vice President of Global Supply Chain, and Jane Lauder, Executive Vice President, Enterprise Marketing & Chief Data Officer discuss how data and technology are powering the future of sustainability in supply chain during a Zero100 event.

SOCIAL INVESTMENTS

As a company with a global footprint and impact, we recognize that there is great overlap between the climate crisis and the social issues we are facing and the importance of seeking a holistic approach to addressing these critical global problems. Through our social investments, we're helping communities around the world have fair and equal access to the resources they need to implement local climate solutions for people and the planet.

Alongside integrating social considerations into our climate actions, we also support non-profit partners that are leading important, on-the-ground work in communities around the world. The Estée Lauder Companies Charitable Foundation (ELCCF) and ELC—typically through one of our brands—provide funding to programs at the intersection of sustainability and well-being, with a focus on equity.

A few examples of our social investments to date include:

The Solutions Project

ELCCF supports The Solutions Project (TSP), an organization that funds and amplifies grassroots climate justice solutions created by Black, Indigenous, immigrant, and other communities of color across the U.S. ELCCF's support to TSP, a movement-accountable intermediary, helps build the capacity of grassroots grantees, mostly women of color, through narrative communications and wellness programs that strengthen innovation and resilience at the frontlines of the climate crisis.

Plastics for Change

Through ELCCF's partnership with Plastics for Change, we are working to enhance livelihoods for waste collectors in India, the majority of whom are women, while diverting plastics from the ocean. With ELCCF's support, Plastics for Change has created independent plastic collection sites to reinforce fair-trade principles and enable greater transparency, accountability, and social change for women and marginalized communities involved in plastic collection. This partnership supports the collection of up to 1.3 million pounds of plastic annually and will help to increase social and economic opportunity for approximately 1,000 people.

EarthEcho International

The La Mer Blue Heart Oceans Fund supports the work of EarthEcho International. The Fund mobilizes youth environmental leaders and supports the OceanEcho 30x30 initiative, which focuses on youth-led action to protect and preserve ocean biodiversity.

Conservation International

Through ELCCF's partnership with Conservation International, we're helping to sequester carbon and mitigate global climate change by supporting Indigenous women and their communities to conserve forests and biodiversity across the Amazon in Bolivia, Colombia, Ecuador, and Peru. This partnership will support nine Indigenous women fellows in the first year of the program, which aims to foster women's leadership in areas that are essential for forest conservation, climate security, biodiversity, and indigenous culture. The fellows are helping to conserve more than 550,000 hectares of irreplaceable high-carbon forests and biodiversity in the Amazon, sequestering 20 million tons of irrecoverable carbon.



ALIGNMENT WITH INDUSTRY TRANSFORMATION

One of the ways we invest in transformative change is by aligning our work with broader industry initiatives. We believe that endorsing and evolving shared commitments helps send a meaningful market signal, create opportunities for collaboration, and contribute to momentum bigger than ourselves.

We have crafted our climate reporting and targets in alignment with respected industry initiatives, including those below.¹ We plan to continue to align with leading standards as the reporting landscape continues to evolve.

ELC aligns with the following standards:



ELC participates in the following climate-related industry groups:



¹ Our annual SI&S Report contains details on alignment between our GHG inventory calculation methodology and relevant standards and protocols. It also contains a more complete list of industry associations and initiatives, including those not related to climate.



CLIMATE GOVERNANCE
& *RISK MANAGEMENT*

GOVERNANCE STRUCTURE

Our company's SI&S initiatives are embedded in our culture and overall corporate strategy and help drive innovation, growth, and efficiency. We believe that effectively managing this work will be an important part of our future success. Our governance structure enables effective and responsive decision-making on climate, so that our Climate Transition can be actively and responsibly managed from high-level strategy to detailed implementation.

BOARD OF DIRECTORS RESPONSIBILITIES

The Board of Directors is responsible for providing general direction and oversight of the management of the Company's business and affairs, including social impact and sustainability matters. The responsibility of the Nominating and ESG Committee of the Board includes oversight of the Company's environmental, social, and governance activities and practices, including citizenship and sustainability matters. This Committee reports regularly to the Board, and receives periodic updates from management regarding integration of SI&S into our strategy and business operations.

EXECUTIVE & MANAGEMENT RESPONSIBILITIES

The sustainability strategic pillar is sponsored by our Chief Executive Officer (CEO) and our Executive Chairman. Citizenship and sustainability work is led by the Senior Vice President (SVP) of Global GCCS, who reports to our President and CEO. The SVP of GCCS provides periodic updates on the company's citizenship and sustainability performance to the Nominating and ESG Committee of the Board. Other members of senior management help to drive initiatives concerning SI&S, particularly through participation in the management committees below.

Climate Action Steering Committee

This committee comprises senior leaders from various functions who are members of our Executive Leadership Team (ELT) or report to members of our ELT and is responsible for assessing and managing climate-related risks and opportunities. In addition, the committee evaluates where we can best apply our capital to advance ELC's climate goals.

Climate Action Management Committee

This committee is responsible for implementing and operationalizing initiatives needed to achieve our science-based targets. This committee includes various management-level employees who oversee special projects and partnerships, the development of internal policies and communications strategies, and engagement with our brands and regions. The committee meets periodically and reports to the Climate Action Steering Committee.

Climate Pillars

Accountability for implementation and tracking of climate initiatives lies with our functional departments and teams. Relevant teams are responsible for different aspects of our Climate Transition Plan, with groups meeting periodically to coordinate across initiatives. Functional climate pillars report progress to the Climate Management Committee.

Among other accountability mechanisms, we consider achievement of social impact and sustainability goals as one component in executive and non-executive officers' compensation decisions. In particular, we incorporate specific goals tied to our broader SI&S strategy into performance reviews for key employees, and compensation decisions are made based on their achievement.

RISK MANAGEMENT

Our climate transition strategy is guided by a robust understanding of the risks and opportunities that our business faces as a result of a changing climate. These risks and opportunities are identified through our Enterprise Risk Management process managed by our Executive Leadership Team.

ENTERPRISE RISK MANAGEMENT PROCESS OVERVIEW

Enterprise Risk Management (ERM) at ELC is a structured and dynamic process to understand interrelated risks and to drive proactive risk mitigation. This ERM process leverages internal and external partnerships to help identify leading practices and validate emerging and other risks, including climate-related risks. The results of this process are aggregated and presented to senior management and the Board on a periodic basis.

In parallel with the Enterprise Risk Management process, other ELC teams monitor regulatory risks on an ongoing basis through periodic regulatory conference calls with internal and external stakeholders. Our GCCS team periodically analyzes emerging sustainability trends, including potential risks and opportunities. The GCCS team also periodically collaborates with other functions to conduct climate-related risk assessments to understand the physical and transition risks that our business may be exposed to in the future.

REGIONAL HIGHLIGHT:

Leaders in our Europe, Middle East & Africa region (EMEA) have expanded employees' toolkits by piloting climate risk training. This training helps employees across functions integrate climate-related thinking into decisions from facility siting to sourcing and design, making our business more resilient and responsive to changing regulatory and physical environments.

CLIMATE RISK ASSESSMENT PROCESS

In fiscal 2022, ELC conducted a climate scenario analysis to further inform and evolve our risk management process with regard to climate. Aligning with Task Force on Climate-Related Financial Disclosures (TCFD) recommendations, the analysis was conducted using a range of plausible climate scenarios to evaluate physical and transition risks. The scenarios used included:

Physical Risk Scenarios

Physical risks were evaluated using a worst-case high emissions scenario where global temperature rises by about 3.7°C by 2100. Acute and chronic impacts were considered for 23 manufacturing, distribution, and innovation sites across the globe using a time horizon of 2050.

Transition Risk Scenarios

Transition risks were evaluated using three IEA World Energy Outlook scenarios: the Stated Policies Scenario (STEPS), the Sustainable Development Scenario (SDS), and the Net Zero Emissions by 2050 scenario (NZE). Medium- and long-term time horizons of 2030 and 2050 were used to evaluate the relative impact of identified transition risks.

CLIMATE RISK ASSESSMENT RESULTS

The climate scenario analysis identified both physical and transition risks that could impact ELC. While physical risks and transition risks can occur simultaneously, their level of impact varies across scenarios. Most notably, our physical risks are more significant in higher-emission scenarios and our transition risks are more significant in lower-emission scenarios.



PHYSICAL RISKS

CHRONIC HEAT

Certain locations are exposed to heat risks, which could create hazardous working conditions and increase energy consumption used for space cooling.



PHYSICAL RISKS

EXTREME WEATHER

Certain ELC sites are exposed to extreme weather risks such as tropical cyclones and severe storms.



PHYSICAL RISKS

FLOODING

Certain of our sites have flood risks due to sea level rise and proximity to other bodies of water, as well as due to existing flood hazards.



TRANSITION RISKS

MARKET

Volatility of energy prices could impact both our own operations and our supply chain, especially transportation and distribution.



PHYSICAL RISKS

SUPPLY CHAIN

Changing climate patterns can have a meaningful impact on the quality and yield of agricultural and forestry commodities that we rely on. Physical risks in the regions where we source our ingredients could lead to reduced availability of commodities and volatility of prices.



TRANSITION RISKS

REGULATORY

Emerging policies that could impact our business include carbon pricing schemes and increased regulations on packaging materials.



TRANSITION RISKS

REPUTATIONAL

Our reputation could be negatively impacted if we fail to meet consumer expectations on corporate climate action. Consumers may become increasingly concerned about our industry's impact on climate change, and therefore may choose to spend less on prestige beauty products.



TRANSITION RISKS

TECHNOLOGY

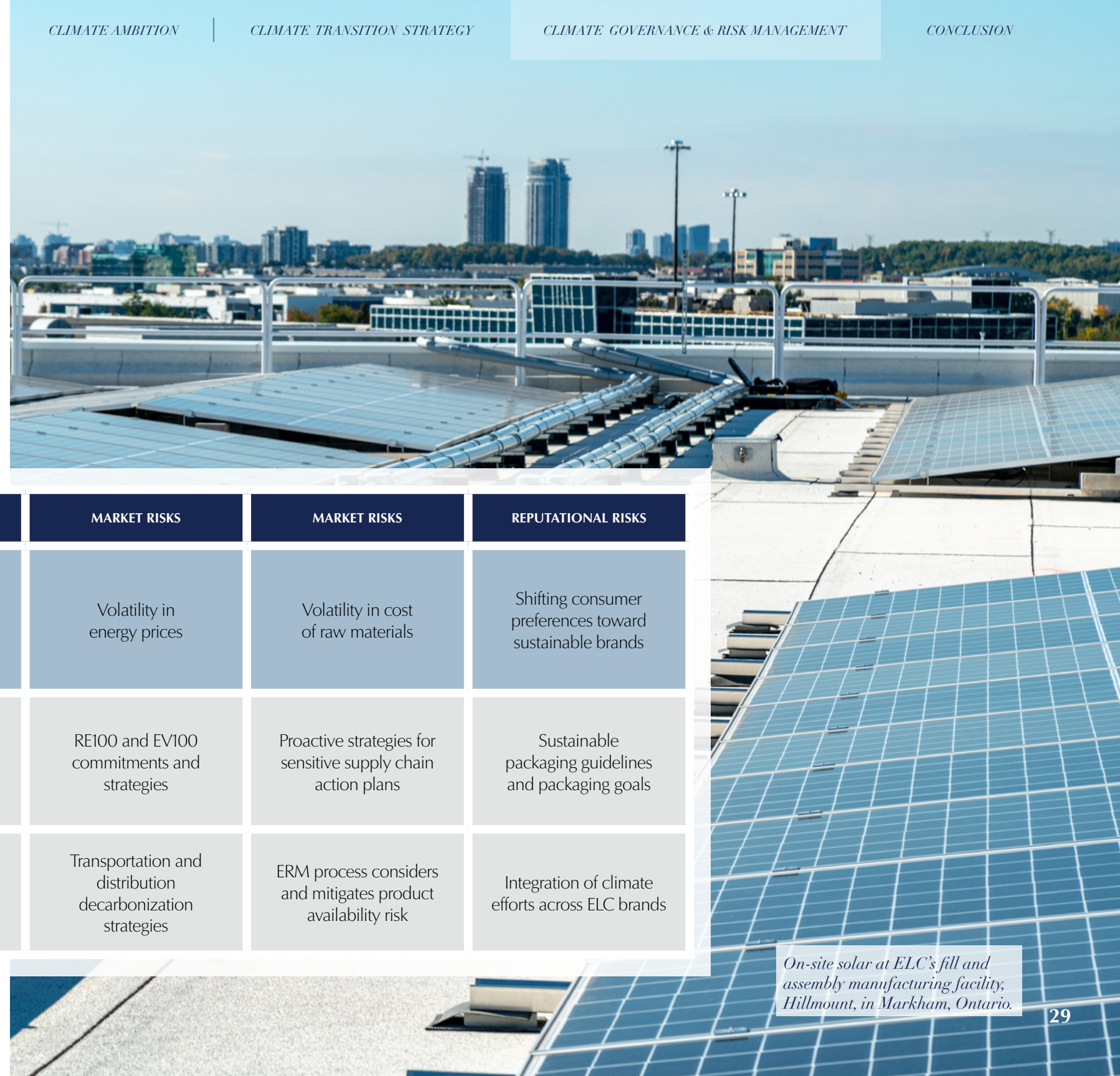
Transportation and distribution can pose risks as they are significant contributors to our Scope 3 emissions but especially difficult to decarbonize. Key technologies such as electric trucks and biofuel are in the early phases of maturity and may not become commercially available. Additionally, innovative packaging materials such as bioplastics may not be commercially available to displace petroleum-based plastics.

CLIMATE RISK MITIGATION & OPPORTUNITIES

The actions and approaches outlined in this Climate Transition Plan are meant to help us mitigate the specific climate risks which ELC faces. The graphic below illuminates the relationship between identified transition risks and our climate action strategies. We believe that our proactive approach to climate could help us move beyond risk mitigation to leverage climate opportunities. In the case of the risks identified, we believe our actions could yield opportunities to gain a competitive advantage, lower costs, or increase revenue over time.

TRANSITION RISKS & MITIGATION STRATEGIES

	REGULATORY RISKS	REGULATORY RISKS	TECHNOLOGY RISKS	MARKET RISKS	MARKET RISKS	REPUTATIONAL RISKS
TRANSITION RISKS	Carbon pricing	Increased packaging regulations	Transportation and distribution decarbonization technologies are immature	Volatility in energy prices	Volatility in cost of raw materials	Shifting consumer preferences toward sustainable brands
MITIGATION STRATEGIES	Science-based target and priority on emission reduction	Sustainable packaging guidelines and packaging goals	Emerging technology pilots and investments	RE100 and EV100 commitments and strategies	Proactive strategies for sensitive supply chain action plans	Sustainable packaging guidelines and packaging goals
			Transportation and distribution decarbonization strategies	Transportation and distribution decarbonization strategies	ERM process considers and mitigates product availability risk	Integration of climate efforts across ELC brands



On-site solar at ELC's fill and assembly manufacturing facility, Hillmount, in Markham, Ontario.



CONCLUSION

We are proud of the progress we have made as a company to address our planet's urgent climate needs—but we recognize that our journey has just begun. We see this Climate Transition Plan as a starting point and look forward to building on it in response to emerging technologies, sociopolitical changes, and organizational learnings yet to unfold.

We continue to be grateful for our incredible community of collaborators and partners, including suppliers, peers, brands, customers, and consumers. Our commitment remains as it has always been over the past seven decades—to put our values into action and help to mitigate the worst impacts of climate change, be of service to our communities, and contribute to a healthy, beautiful planet for all.

ELC's Distribution Center in Galgenen, Switzerland.

ESTÉE
LAUDER
COMPANIES