

COMMERCE

Este Lauder Cos. confirms merger talks with Puig

March 24, 2026



In a statement issued on March 23, Este Lauder Cos. shared that “no final decision has been made, and no agreement has been reached.” Image credit: Este Lauder Cos.

By ZACH JAMES FOR LUXURY DAILY NEWS SERVICE

U.S. beauty group **Este Lauder Companies** is exploring potential enterprise opportunities.

Following reports released this week, the company confirmed its leaders are currently in talks with Spanish fashion and fragrance business **Puig** regarding a potential merger. In a statement issued on March 23, Este Lauder Cos. shared that “no final decision has been made, and no agreement has been reached.”

Come together

Beyond confirming negotiations, no further details surrounding a possible deal or its terms have been revealed by Este Lauder Cos. or Puig at time of publish.

The statement from Este Lauder Cos. additionally outlines that “unless and until an agreement is signed between the companies, there can be no assurances regarding the deal or its terms.”

The update follows recent rounds of promising sales results from both luxury operators, a bright spot amid prior fiscals.



Puig currently operates 17 brands across multiple verticals, while Este Lauder oversees 25 cosmetics labels. Image credit: Puig

Puig’s net revenues rose by 5.3 percent year-on-year on a reported basis in 2025, reaching \$5.8 billion, while, during its most

recent quarter, Este Lauder Cos. grew organic net sales by 4 percent y-o-y to \$4.2 billion, resulting in the beauty group raising its full-year outlook ([see story](#)).

Meanwhile, the Spanish company, while still controlled by the Puig family, is under new leadership: former deputy CEO and beauty and fashion president Jose Manuel Albesa has stepped in as CEO. He succeeds Marc Puig, who had served in the role since 2007 ([see story](#)).

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