



Better Care for a Better World

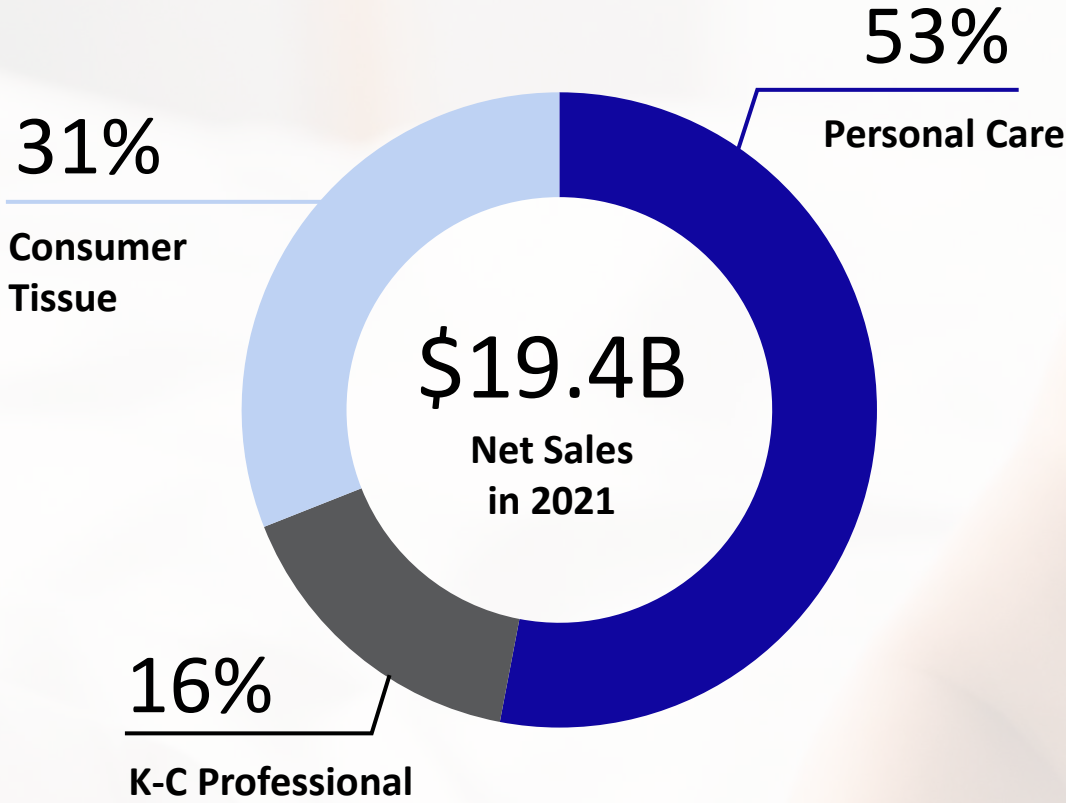
Investor Presentation

Financial Information
as of December 31, 2021

[Kimberly-Clark.com](https://www.kimberly-clark.com)



Powerful, Iconic Brands



HUGGIES

kotex

Depend

Kleenex BRAND

HUGGIES®
PULL-UPS
TRAINING UNDERWEAR

Scott Brand

Cottonelle

WYPALL BRAND

Our Values

We Care. We care for our people, our communities and everyone we serve, and we value our differences.

We Own. We are responsible for our decisions and accountable for our results.

We Act. We have a bias for action and do what's right for our people, our business and our world.





Our Purpose: Better Care for a Better World

Improving the
lives of

1B
people



with half
the environmental
footprint



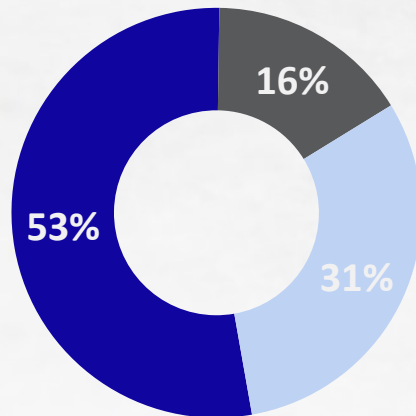
Three Global Segments

| Personal Care |
|---------------------------|
| Diapers |
| Training/Youth/Swim Pants |
| Baby Wipes |
| Feminine Care |
| Incontinence Care |

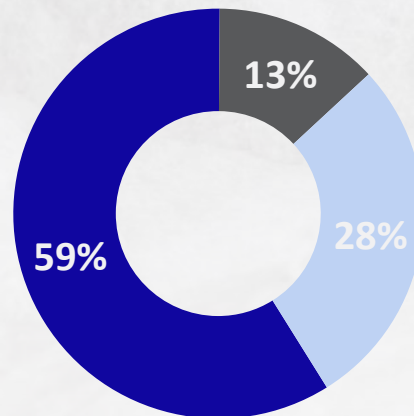
| Consumer Tissue |
|-----------------|
| Bathroom Tissue |
| Facial Tissue |
| Paper Towels |

| K-C Professional (KCP) |
|--|
| Facial Tissue, Bathroom Tissue and Paper Towels for away-from-home use |
| PPE and Safety Products |
| Wipers |

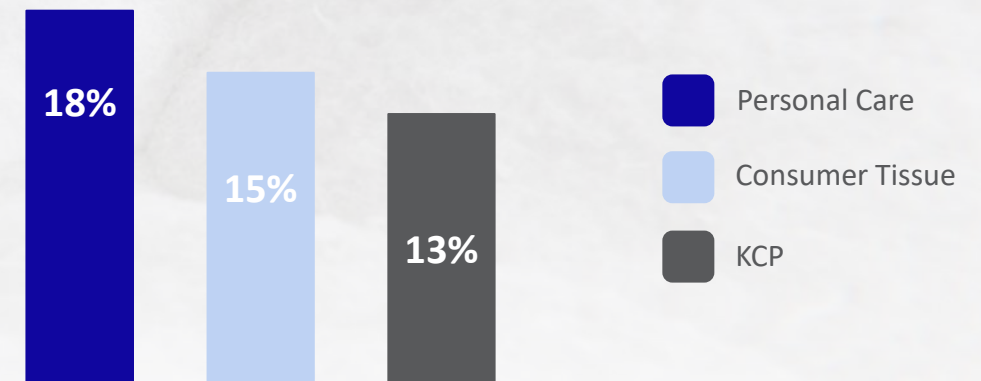
2021 NET SALES



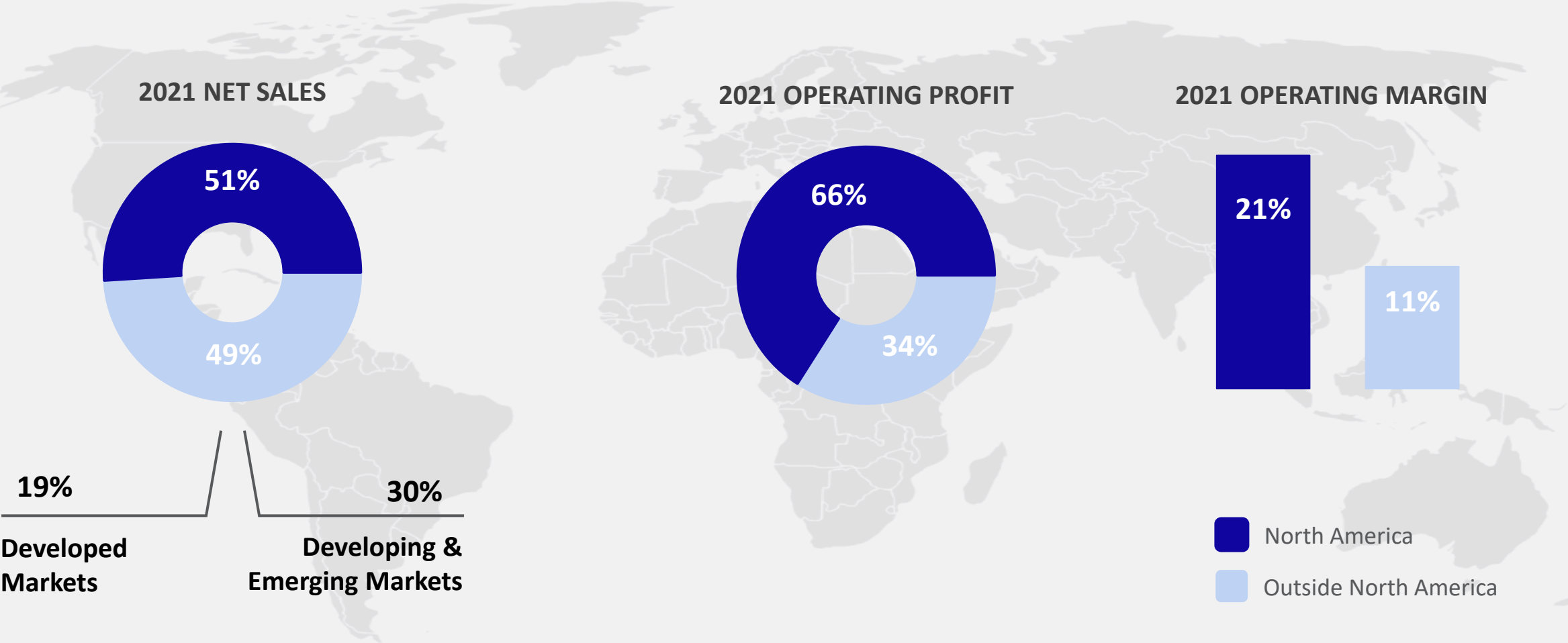
2021 OPERATING PROFIT



2021 OPERATING MARGIN



Geographical Breakdown



Developed Markets outside North America includes Western/Central Europe, South Korea and Australia

Operating profit and margin exclude corporate and other (income) and expense, net



K-C Strategy 2022: Balanced, Sustainable Growth



- Grow sales and organic sales 1 to 3 percent

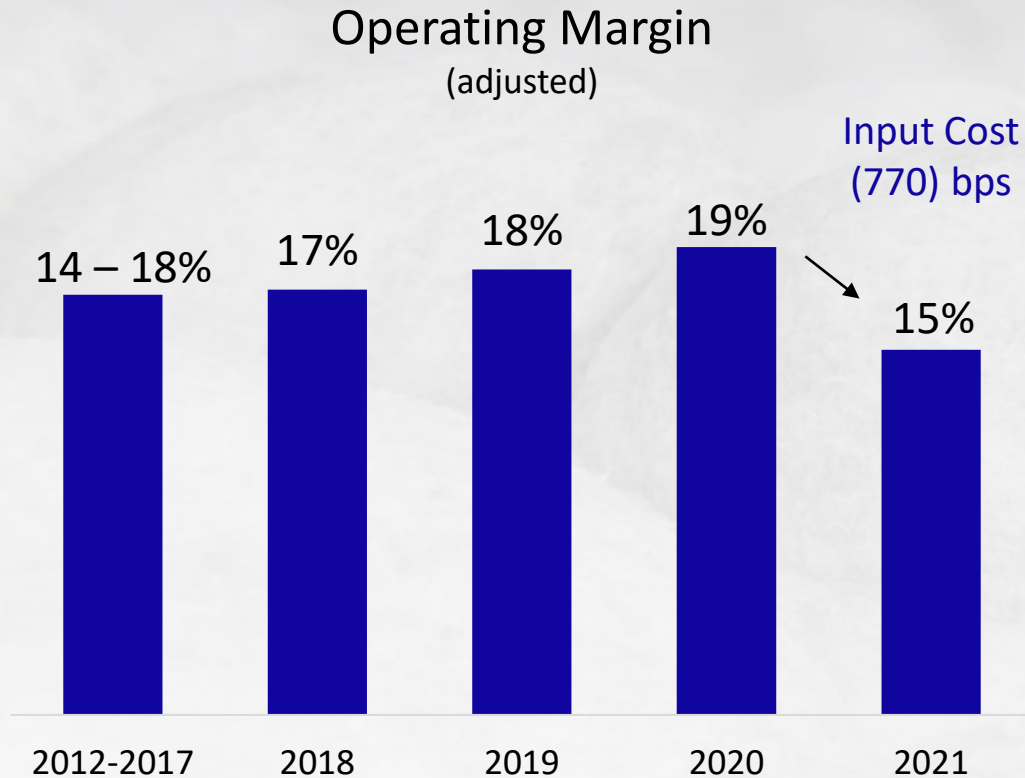
- Increase EPS mid-single digits
- Maintain top-tier ROIC

- Generally increase dividend in-line with EPS

Recent Financial Performance

| | Organic Sales Growth | | EPS Growth (adjusted) | | ROIC % (adjusted) | | Dividend Growth (declared) |
|-----------------|-------------------------|--|--------------------------|--|----------------------|--|----------------------------------|
| 2016 – 2018 avg | +1% | | +5% | | 25% | | 4.4% |
| 2019 | +4% | | +4% | | 27% | | 3.0% |
| 2020 | +6% | | +12% | | 28% | | 3.9% |
| 2021 | (1%) | | (20%) | | 20% | | 6.5% |
| 2019 – 2021 avg | +3% | | (1%) | | 25% | | 4.5% |

Near-Term Margins Impacted by Macro Headwinds



- Significant input cost inflation — \$1.5 billion, \$3.40 per share in 2021
- Supply chain challenges

Taking Action to Recover and Expand Margins



Revenue Growth Management

Price increases across the portfolio

Utilizing all RGM levers



Cost Savings

Completed 2018 Restructuring Program

Investing for next round of productivity savings

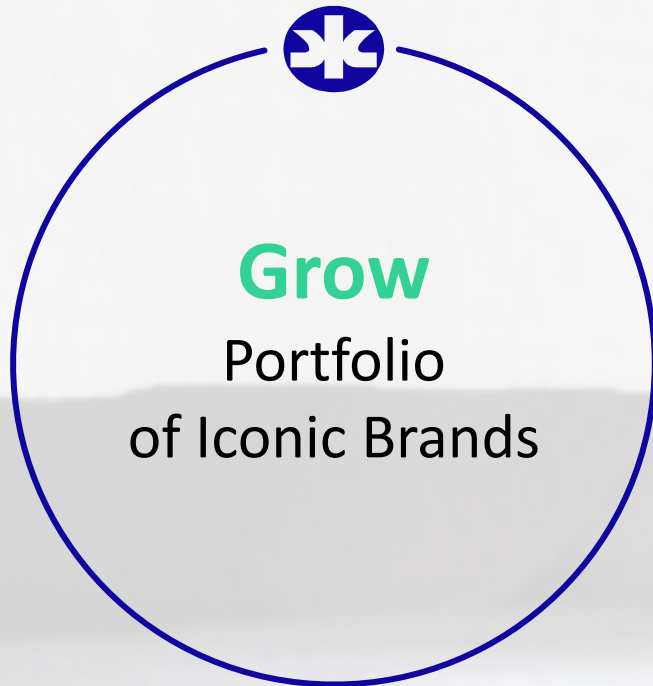


Between the Lines Investments

Continue key growth investments

Disciplined prioritization of discretionary spend

K-C Strategy 2022: Balanced, Sustainable Growth



Key growth pillars

- Elevate our categories
- Expand our markets

Accelerate and invest in commercial capabilities

- Revenue growth management
- Consumer-inspired innovation
- Digital first brands
- In-market execution

Driving Profitable Growth

ELEVATE Our Categories → driving premiumization via innovation

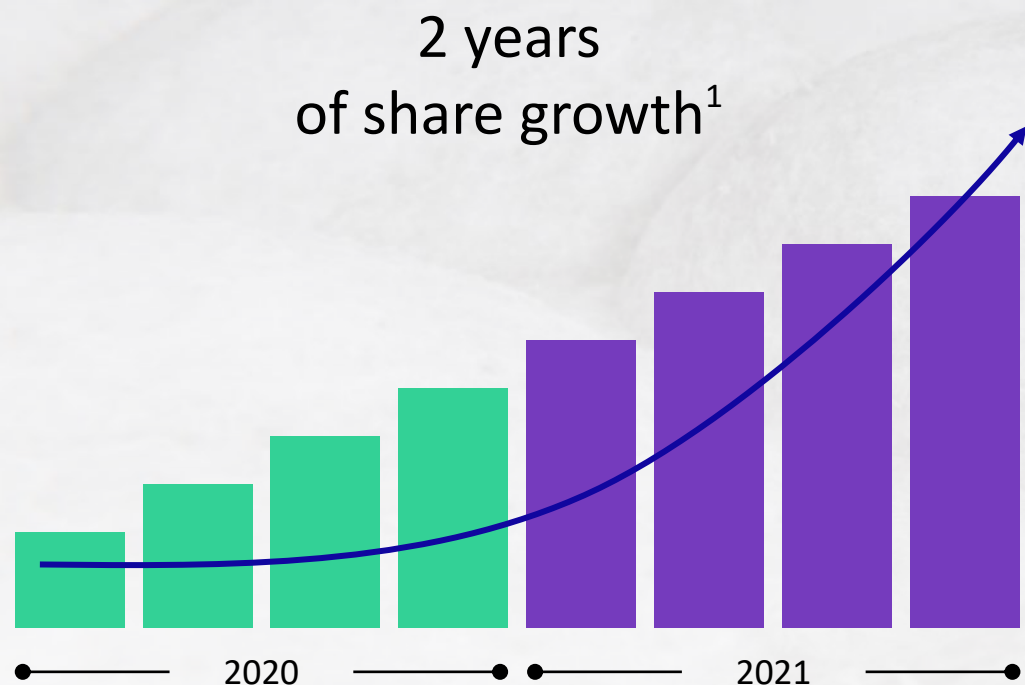


EXPAND Our Markets → accelerating market development

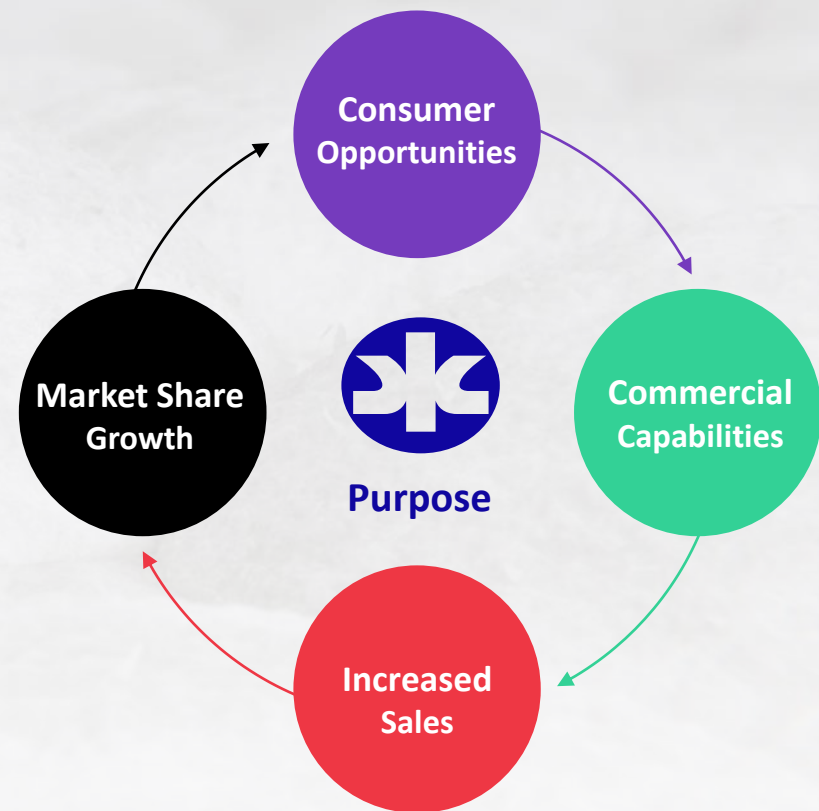


Winning in the Market with a Clear Growth Playbook

Sustained Share Performance



Consistent Growth Playbook



1. Weighted value market share growth in measured markets

Accelerating Growth with Strong Commercial Capabilities



Maximizing **Innovation**
Value & Scale



Leading Category with
Superior **In-Market**
Execution

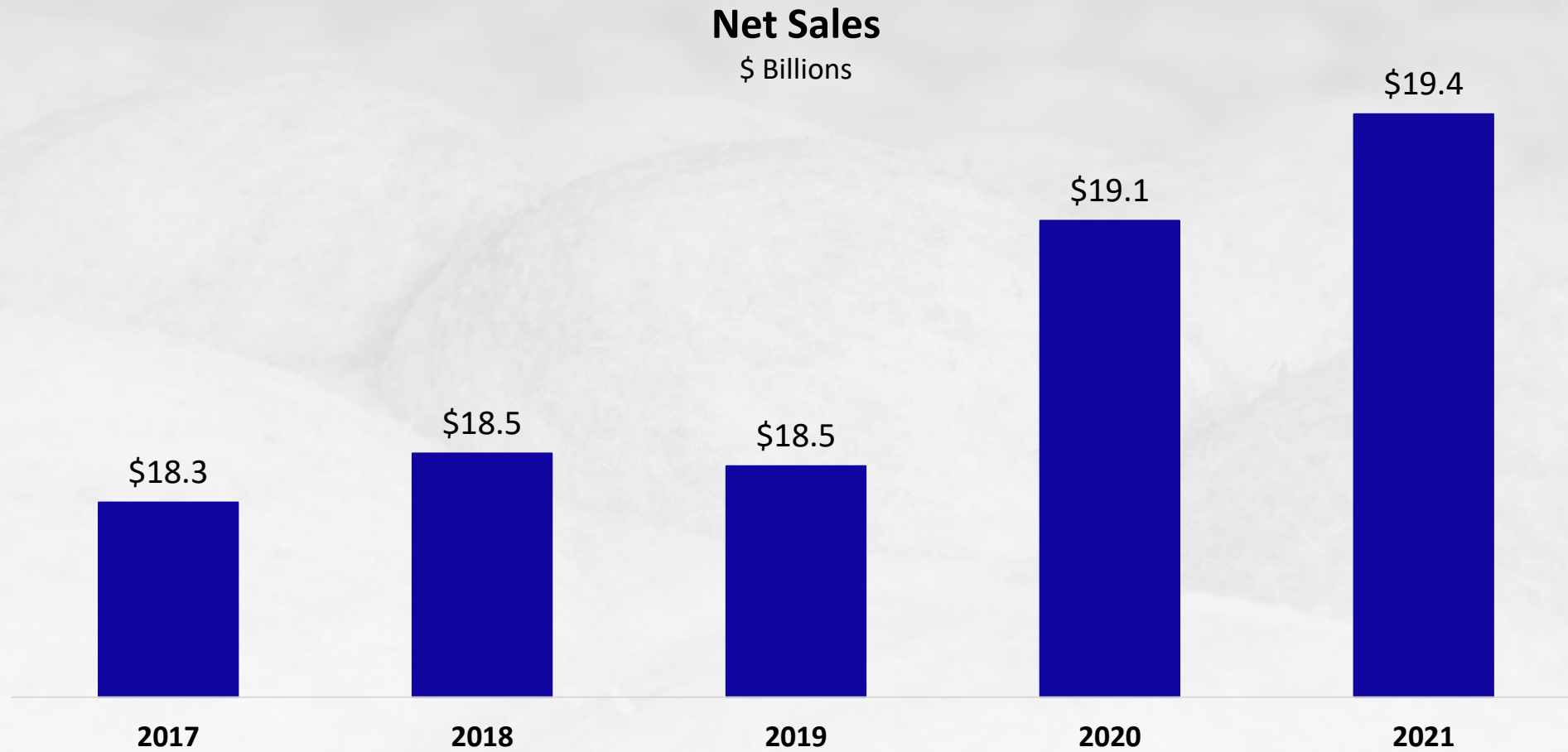


Building Iconic **Digital** First
Brands



Unlocking Disciplined &
Profitable **Revenue**
Generation

Strong Net Sales Growth



K-C Strategy 2022: Balanced, Sustainable Growth



Strong legacy to build upon

Key focus areas:

1. Drive ongoing supply chain productivity (FORCE)
2. Complete 2018 Global Restructuring Program
3. Control discretionary spending
4. Drive down working capital
5. Maintain top-tier ROIC

Supply Chain Productivity – FORCE

Focused On Reducing Costs Everywhere

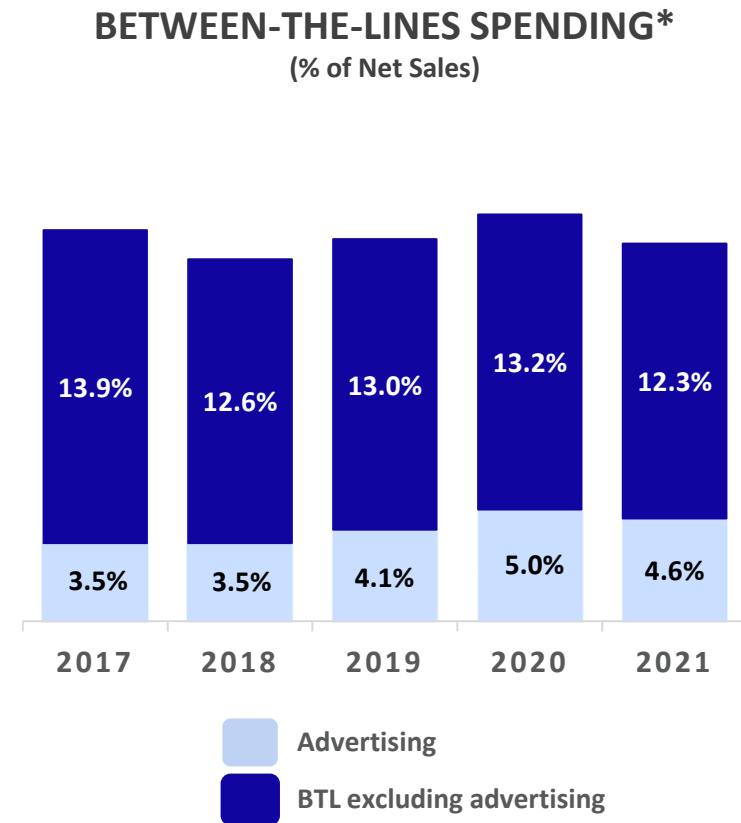
- Ongoing program
 - Generated \$3.7 billion of savings over last 10 years
 - Expect significant savings going forward
- End-to-end supply chain focus leveraging global organization
 - Manufacturing productivity
 - Product design
 - Procurement
 - Distribution network

2018 Global Restructuring Program

- Completed biggest restructuring in our history in 2021
- Generated annual savings of \$560 million
 - Incurred pre-tax charges of \$2.2B
 - Reinvested portion of savings into growth priorities
- Streamlined overhead organization and manufacturing supply chain
 - Better leverage scale and technology
 - More standardized manufacturing platforms to enable innovation
- Exited lower margin businesses, ~1 percent of net sales
- Sold or closed 11 facilities

Between-the-Lines Spending

- Long track record of efficient S,G&A spending
- 2018 Global Restructuring Program lowered overhead spending
- Making investments to improve commercial capabilities
- Increasing advertising investments
 - Digital ~70 percent of media mix



*Adjusted. Between-the-lines spending defined as marketing, research and general expenses between gross profit and operating profit



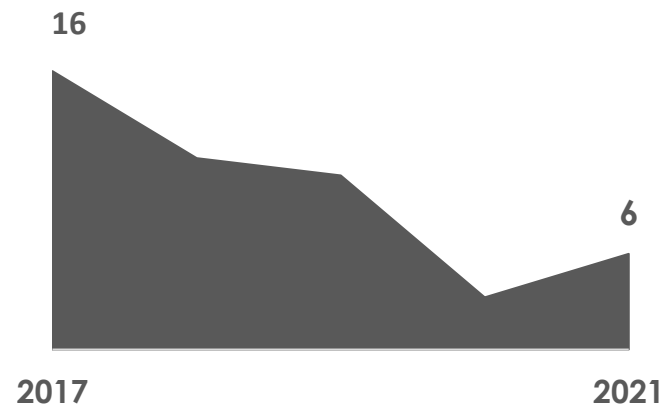
Balance Sheet Efficiency

Working capital

- Global supply chain initiatives
- Cash conversion cycle 6 days in 2021
 - Down 10 days versus 2017

PRIMARY WORKING CAPITAL

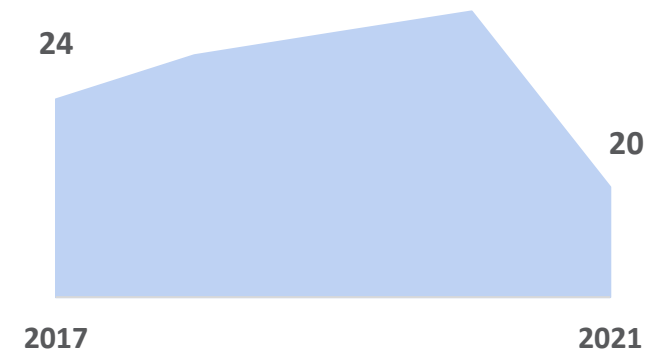
Cash Conversion Cycle
(Days)



ROIC

- Maintained top-tier ROIC
- 2021 impacted by record commodity inflation and Softex acquisition

ROIC*



* Adjusted



K-C Strategy 2022: Balanced, Sustainable Growth



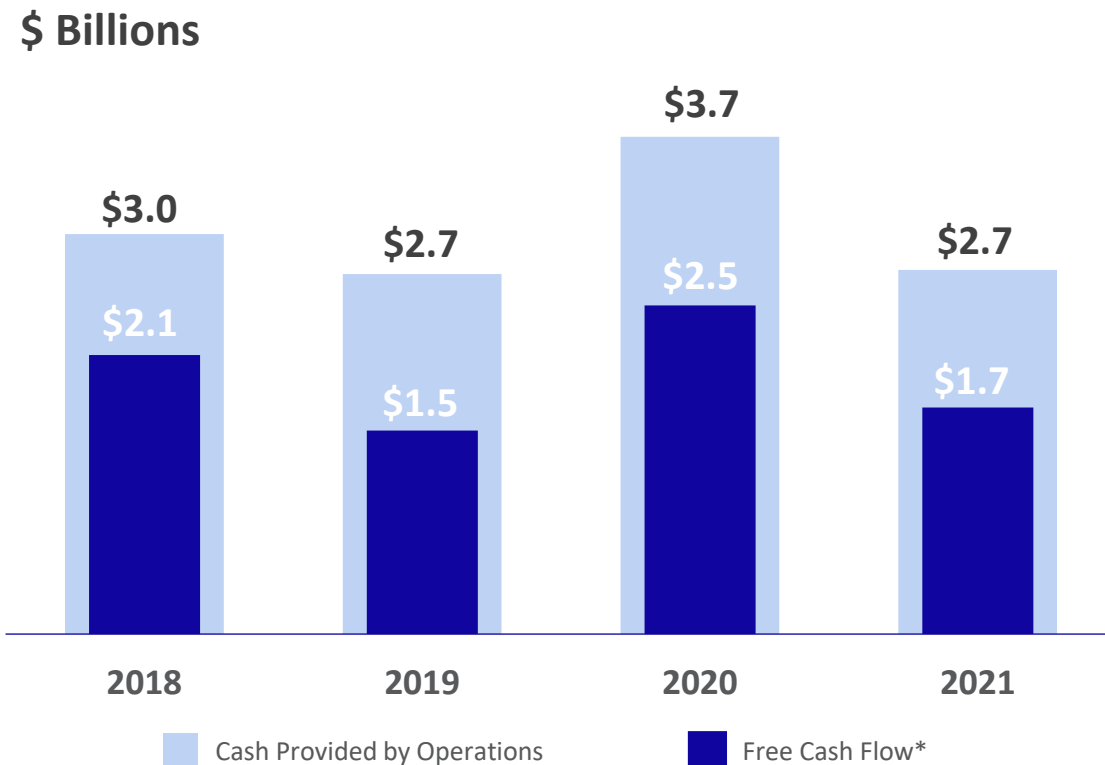
Allocate

Capital in
Value-Creating
Ways

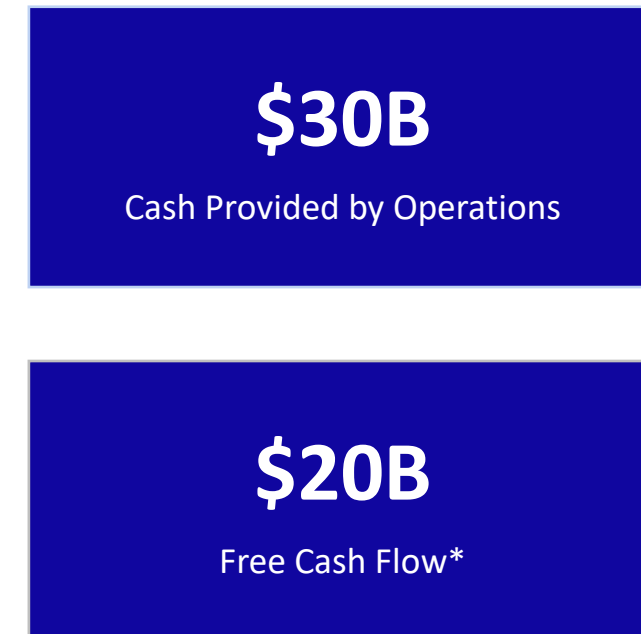
Value-creating capital allocation

- Disciplined capital spending
- Grow top-tier dividend
- Evaluate M&A
- Allocate excess cash flow to share repurchases

Strong Cash Generation



10-Year Totals



* Free Cash Flow is Cash Provided by Operations minus Capital Spending



Returning Cash to Shareholders



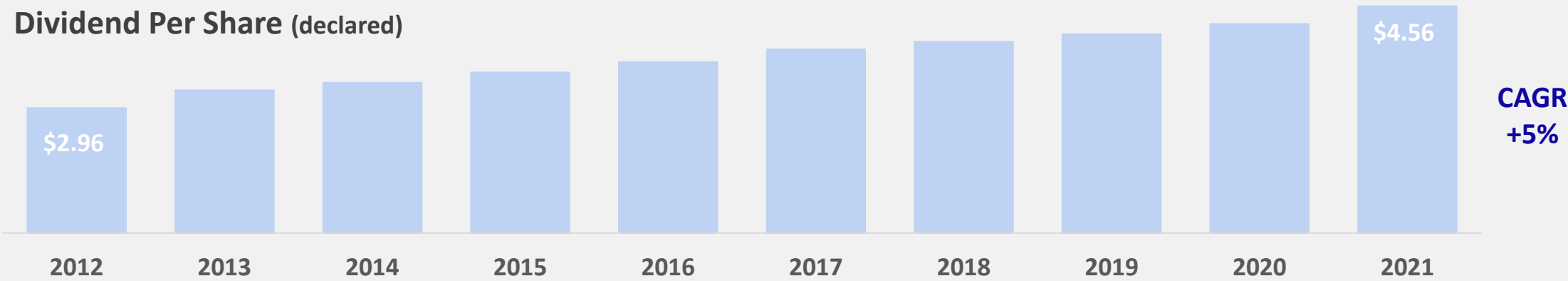
of dividend
payments



of dividend
increases



cash to shareholders
last 10 years

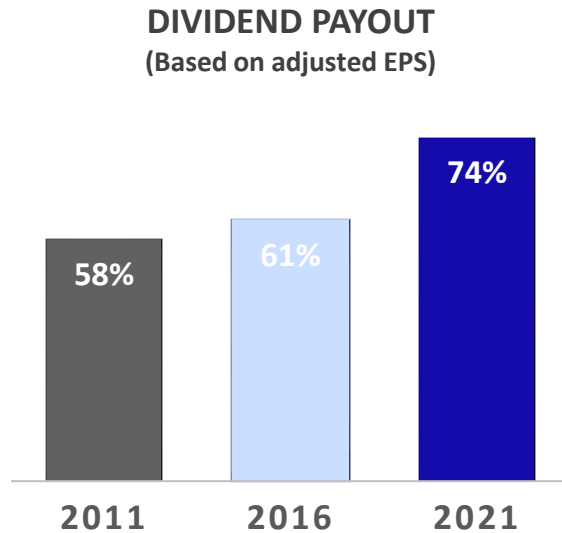


* Includes dividends and share repurchases from 2012 to 2021

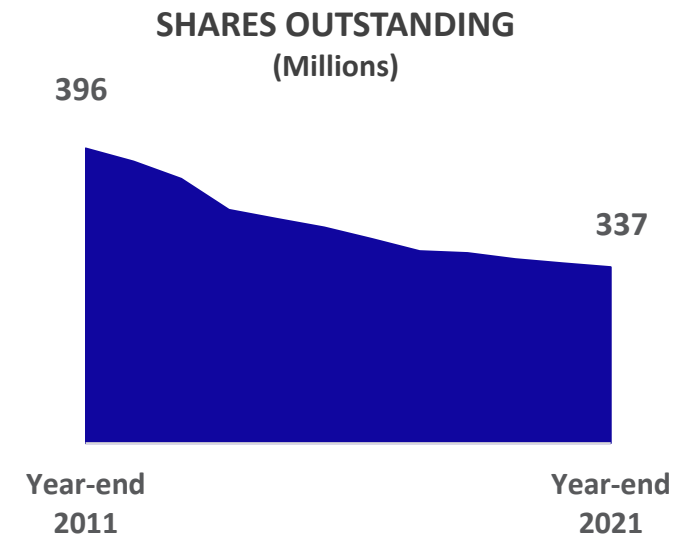


Dividends and Share Repurchases

- Top-tier dividend in CPG industry
- Announced 1.8 percent increase for 2022 dividend



- Strong track record of reducing share count
 - Lowered 15 percent in the last 10 years



Safe Harbor Statement

Forward-Looking Information

Certain matters contained in this presentation concerning the outlook, anticipated financial and operating results, growth initiatives and the anticipated cost savings from the company's FORCE program constitute forward-looking statements and are based upon management's expectations and beliefs concerning future events impacting the company. Many factors outside our control, including the war in Ukraine (including the related responses of consumers, customers and suppliers as well as sanctions issued by the U.S., the European Union, Russia or other countries), pandemics (including the ongoing COVID-19 outbreak and the related responses of governments, consumers, customers, suppliers and employees), epidemics, the prices and availability of our raw materials, supply chain disruptions, changes in customer preferences, severe weather conditions, government trade or similar regulatory actions, potential competitive pressures on selling prices for our products, energy costs, fluctuations in foreign currency exchange rates, our ability to maintain key customer relationships, as well as general economic and political conditions globally and in the markets in which we do business, could affect the realization of these estimates. There can be no assurance that these future events will occur as anticipated or that the company's results will be as estimated. Forward-looking statements speak only as of the date they were made, and we undertake no obligation to publicly update them. For a description of certain factors that could cause the company's future results to differ from those expressed in any such forward-looking statements, see Item 1A entitled "Risk Factors" in the company's Annual Report on Form 10-K for the year ended December 31, 2021.

Non-GAAP Financial Measures

This presentation contains some financial measures that have been adjusted to exclude certain items and differ from reported results using Generally Accepted Accounting Principles (GAAP) including adjusted operating profit, adjusted earnings per share and adjusted return on invested capital (ROIC). Management believes that reporting in this manner enhances investors' understanding and analysis of the company's performance. For additional information on why we make these adjustments and reconciliations to comparable measures under GAAP, see the supplemental information posted to the Investors section of our website (www.kimberly-clark.com/investors). This presentation also contains other measures including free cash flow, defined as cash provided by operations minus capital spending, and organic net sales which describes the impact of changes in volume, net selling prices and product mix on net sales. Changes in foreign currency exchange rates, acquisitions and exited businesses also impact the year-over-year change in net sales.

