Highlights

• $18 billion global company founded in 1872
• Strong global brands, including five billion-dollar brands:
  - Huggies
  - Kleenex
  - Kotex
  - Cottonelle
  - Scott
• Products used by one-quarter of world’s population
• Strong legacy of innovation – created 5 of the 8 major product categories in which we compete
• Products sold in more than 175 countries
• #1 or #2 position in 80 countries
Our Values

AUTHENTIC
Our heritage is one of honesty, integrity and doing the right thing

ACCOUNTABLE
We take ownership for our business and our future

INNOVATIVE
Our commitment is to new ideas that add value

CARING
We respect each other and care for the communities where we live and work
Commitment to Sustainability

• Kimberly-Clark’s Sustainability 2022 strategy is our commitment to sustainability from source to shelf

• Our initiatives align with our values, improve the communities we serve and build a more sustainable future

• Read more at sustainability2022.com
### Three Global Segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>2019 Sales</th>
<th>2019 Operating Profit</th>
<th>2019 Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal Care</strong></td>
<td>$9.1 billion</td>
<td>$6.0 billion</td>
<td>53%</td>
</tr>
<tr>
<td>Diapers</td>
<td>49%</td>
<td>53%</td>
<td>21%</td>
</tr>
<tr>
<td>Training/Youth/ Swim Pants</td>
<td>18%</td>
<td>19%</td>
<td>17%</td>
</tr>
<tr>
<td>Baby Wipes</td>
<td>33%</td>
<td>28%</td>
<td>20%</td>
</tr>
<tr>
<td>Feminine Care</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incontinence Care</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Segment</th>
<th>2019 Sales</th>
<th>2019 Operating Profit</th>
<th>2019 Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consumer Tissue</strong></td>
<td>$6.0 billion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bathroom Tissue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facial Tissue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paper Towels</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Segment</th>
<th>2019 Sales</th>
<th>2019 Operating Profit</th>
<th>2019 Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>K-C Professional (KCP)</strong></td>
<td>$3.3 billion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facial Tissue, Bathroom Tissue and Paper Towels for away-from-home use</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wipers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety Products</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

2019 SALES
- North America: 52%
- Outside North America: 48%

2019 OPERATING PROFIT
- North America: 68%
- Outside North America: 32%

2019 OPERATING MARGIN
- North America: 25%
- Outside North America: 13%

Operating profit and margin exclude corporate and other (income) and expense, net.
## Recent Financial Performance

<table>
<thead>
<tr>
<th></th>
<th>SALES</th>
<th>ORGANIC SALES</th>
<th>ADJUSTED OPERATING PROFIT</th>
<th>ADJUSTED EPS</th>
<th>ADJUSTED ROIC</th>
<th>DIVIDEND</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>0%</td>
<td>+4%</td>
<td>+5%</td>
<td>+4%</td>
<td>+70 bps</td>
<td>+3%</td>
</tr>
<tr>
<td>2018</td>
<td>+1%</td>
<td>+1%</td>
<td>(7%)</td>
<td>+6%</td>
<td>+240 bps</td>
<td>+3%</td>
</tr>
<tr>
<td>2017</td>
<td>0%</td>
<td>0%</td>
<td>(1%)</td>
<td>+3%</td>
<td>+20 bps</td>
<td>+5%</td>
</tr>
<tr>
<td>2016</td>
<td>(2%)</td>
<td>+2%</td>
<td>+4%</td>
<td>+5%</td>
<td>+120 bps</td>
<td>+5%</td>
</tr>
</tbody>
</table>
K-C Strategy 2022

• Introduced in January 2019 as we look ahead to our 150-year anniversary in 2022

• Plan to deliver balanced and sustainable growth and create shareholder value in continued challenging environment

Grow Portfolio of Iconic Brands in-line with, or slightly ahead of categories

Leverage Cost and Financial Discipline to fund growth and improve margins

Allocate Capital in Value-Creating Ways enabled by strong cash flow

Balanced, Sustainable Growth
K-C Strategy 2022
Medium-Term Financial Objectives

- Grow sales and organic sales 1 to 3 percent
- Increase EPS mid-single digits
- At least maintain top-tier ROIC
- Generally increase dividend in line with EPS

Assumes category growth of 1 to 2 percent
Operating profit growth 3 to 5 percent; leverage from share repurchases
Baseline ROIC (2018): 26 percent
Current payout ratio ~60 percent

• Appropriate medium-term objectives in current environment
• Longer-term, significant optimism about potential of our categories and our business

NOTE: EPS, profit, ROIC and payout ratio are adjusted
K-C Strategy 2022: Growth

Key growth pillars
• Elevate core businesses
• Accelerate growth in D&E markets

Accelerate and invest in commercial capabilities
• Revenue growth management
• Consumer-inspired innovation
• Digital marketing
• In-market execution
Elevate Core Businesses

• Premiumize with value-added innovations
• Leverage commercial capabilities
• Drive category development opportunities
### Core Businesses: Recent Performance

<table>
<thead>
<tr>
<th>ORGANIC SALES GROWTH</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America – Consumer Products</td>
<td>+1%</td>
<td>(2%)</td>
<td>+1%</td>
<td>+3%</td>
</tr>
<tr>
<td>North America – K-C Professional</td>
<td>+2%</td>
<td>0%</td>
<td>+3%</td>
<td>+3%</td>
</tr>
<tr>
<td>Developed Markets – Outside North America</td>
<td>0%</td>
<td>(3%)</td>
<td>+1%</td>
<td>+1%</td>
</tr>
</tbody>
</table>
Accelerate Growth in D&E Markets

- Strong long-term track record
- Largest growth opportunity
  - Category penetration/frequency of usage
  - Category/geographic whitespace
- Emphasis on Personal Care, K-C Professional
- Priority markets - Latin America, China, Eastern Europe, ASEAN
  - Early stage markets: India and Africa

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>D&amp;E ORGANIC SALES GROWTH</td>
<td>4%</td>
<td>3%</td>
<td>2%</td>
<td>6%</td>
</tr>
</tbody>
</table>
The Diaper Opportunity in D&E Markets

- Attractive category dynamics
  - ~90% of global births
  - Middle class expansion
  - Frequency of usage increases

- Investing to accelerate growth
  - Products
  - Capabilities
  - Category-building sales/marketing
  - Geographies

<table>
<thead>
<tr>
<th></th>
<th>Annual Births (M)</th>
<th>Current Category Size (B)</th>
<th>At U.S. Spending Rate (B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>4</td>
<td>$6</td>
<td></td>
</tr>
<tr>
<td>LAO</td>
<td>8</td>
<td>$5</td>
<td>$12</td>
</tr>
<tr>
<td>China</td>
<td>15</td>
<td>$9</td>
<td>$23</td>
</tr>
<tr>
<td>India</td>
<td>24</td>
<td>$1</td>
<td>$36</td>
</tr>
<tr>
<td>Africa</td>
<td>42</td>
<td>$3</td>
<td>$63</td>
</tr>
<tr>
<td>Global</td>
<td>138</td>
<td>$46</td>
<td>+$100</td>
</tr>
</tbody>
</table>

Births and current category size per Euromonitor; category size includes diapers and pants.
Adult Care and Feminine Care in D&E Markets

• Driving category development
• Leveraging well-known brands
• Launching steady stream of innovations
• Deploying strong marketing campaigns

<table>
<thead>
<tr>
<th>D&amp;E ORGANIC SALES GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>Adult Care</td>
</tr>
<tr>
<td>Feminine Care</td>
</tr>
</tbody>
</table>
K-C Strategy 2022: Cost / Financial Discipline

Strong legacy to build upon

Key focus areas:

1. Drive ongoing supply chain productivity (FORCE)
2. Execute 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 $3.4 billion of savings in last 10 years

• End-to-end supply chain focus leveraging global organization
  – Manufacturing productivity
  – Product design
  – Procurement
  – Distribution network

• Expect significant savings going forward
  – 2020 target: $325 to $375 million
2018 Global Restructuring Program

• Biggest restructuring in our history
• Launched in January 2018, charges through 2020
• Streamline overhead organization and manufacturing supply chain
  – Better leverage scale and technology
  – More standardized manufacturing platforms to enable innovation
• Exit or divest lower margin businesses, ~1 percent of sales
• Expect annual savings of $500 to $550 million by end of 2021
  – More flexibility to invest and improve margins
## 2018 Global Restructuring: Update

- **Excellent progress**
- **S,G&A savings mostly realized**
- **Supply chain activities ramping up**

<table>
<thead>
<tr>
<th></th>
<th>End-Point</th>
<th>Through Year-end 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Tax Charges</td>
<td>$1.7 – 1.9B</td>
<td>$1.4B</td>
</tr>
<tr>
<td>Savings</td>
<td>$500 - 550M</td>
<td>$300M</td>
</tr>
<tr>
<td>Workforce Reductions</td>
<td>5,000 – 5,500</td>
<td>&gt;3,700</td>
</tr>
<tr>
<td>Manufacturing Facility Reductions</td>
<td>~10</td>
<td>7 announced (taken action on 6)</td>
</tr>
</tbody>
</table>
Between-the-Lines Spending

• Long track record of efficient S,G&A spending
  – Down ~100 basis points over last three years

• 2018 Global Restructuring Program lowering overhead spending

• Increasing advertising investments
  – Particularly digital (~two-thirds of media mix)

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

**Working capital**
- Global supply chain initiatives
- Cash conversion cycle 10 days in 2019
  - Down 14 days versus 2015

**ROIC**
- Key component of long-term incentive compensation program
- Improved 400 basis points since 2015

*Adapted*
K-C Strategy 2022: Capital Allocation

Consistent with historical approach

- Disciplined capital spending
  - Annual spending 4 to 5 percent of net sales post restructuring; prior target 4 ½ to 5 ½ percent

- Pay top-tier dividend

- Evaluate M&A, with bias for tuck-in transactions in existing categories
  - Not expected to be significant

- Allocate excess cash flow to share repurchases
Dividends

• Top-tier dividend in CPG industry
• Announced 3.9 percent increase for 2020 dividend
  – 86th consecutive year K-C has paid a dividend, 48th consecutive annual increase
• Paid $12.5 billion in cash dividends in last 10 years
Share Repurchases

- Cumulative share repurchases $10.6 billion 2010-2019
- Strong track record of reducing share count
  - Down 18 percent in the last 10 years
- Targeting $700 to $900 million in 2020
Total Shareholder Returns: 10 Year

- Kimberly-Clark: 218%
- S&P 500: 256%
- S&P Consumer Staples Index: 214%

As of December 31, 2019
Safe Harbor Statement

Forward-Looking Information
Certain matters in this presentation, including our 2020 outlook, expectations and planning assumptions, and any estimates, projections, and statements relating to our business plans or objectives, constitute forward-looking statements and are based upon management’s expectations and beliefs concerning future events impacting the company. These statements are subject to risks and uncertainties, including currency rates and exchange risks, including in Argentina, cost savings and reductions, raw material, energy, and other input costs, competition, customer relationships, market demand and economic and political conditions, effective tax rate, the anticipated cost savings from the company's FORCE program, charges and savings from the 2018 Global Restructuring Program, and contingencies. 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 and guidance speak only as of the date they were made, and we undertake no obligation to publicly update them. For a more complete listing and description of other factors that could cause the company’s future results to differ materially from those expressed in any such forward-looking statements, see Item 1A of the company’s Annual Report on Form 10-K for the year ended December 31, 2019 entitled “Risk Factors.”

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). 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 for this presentation posted to the Investors section of our website (www.kimberly-clark.com/investors). This presentation also includes information on 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 and exited businesses also impact the year-over-year change in net sales.
Investor Presentation

Financial Information as of December 31, 2019

Kimberly-Clark.com