

# Bernstein Strategic Decisions Conference

June 3, 2021



# Reminders

## Forward-Looking Information

Certain matters contained in this presentation concerning the outlook, anticipated financial and operating results, raw material, energy and other input costs, anticipated currency rates and exchange risks, including in Argentina, the anticipated cost savings from the company's FORCE program and from the 2018 Global Restructuring Program, growth initiatives and product innovations 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 pandemics (including the ongoing COVID-19 outbreak), epidemics, the prices and availability of our raw materials, supply chain disruptions due to COVID-19, severe weather conditions or government trade or similar regulatory actions, fluctuations in foreign currency exchange rates, potential competitive pressures on selling prices for our products, energy costs, general economic and political conditions globally and in the markets in which we do business, as well as our ability to maintain key customer relationships and to realize the expected benefits and synergies of the Softex Indonesia acquisition, 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, 2020.

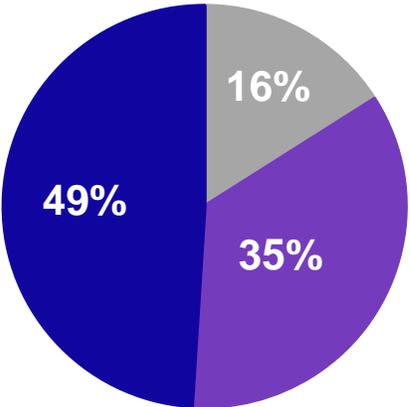
## Non-GAAP Financial Measures

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), specifically adjusted earnings per share. 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](http://www.kimberly-clark.com/investors)). This presentation also contains 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.

# Company Overview: Iconic Brands

NET SALES - 2020

**\$19B**



- Personal Care
- Consumer Tissue
- K-C Professional

**HUGGIES®**

*Depend®*

**HUGGIES® TRAINING UNDERWEAR**  
**Pull-Ups®**

**KOTEX**

**Scott®**  
Brand

**Kleenex®**  
BRAND

**Cottonelle**

# K-C Strategy 2022: Balanced, Sustainable Growth



**Grow Portfolio of  
Iconic Brands**

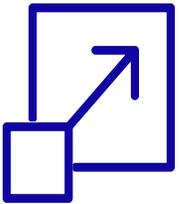


**Leverage Cost and  
Financial Discipline**



**Allocate Capital in  
Value-Creating ways**

# Driving Profitable Growth



**ELEVATE**  
Our Categories

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**EXPAND**  
Our Markets

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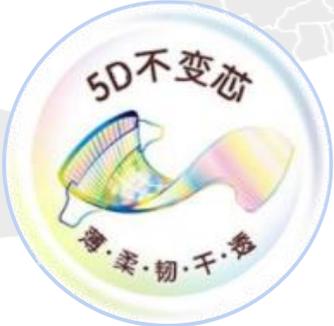
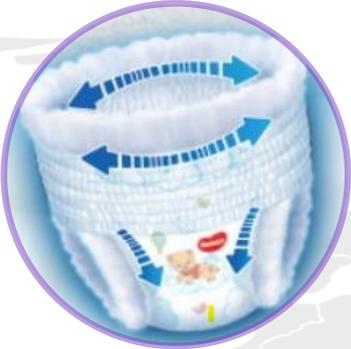


**COMMERCIAL CAPABILITIES**  
Invest & Accelerate

# Consumer Inspired Innovation

## Approach

- Deeper insight
- Global technology platforms
- Smart localization



## Progress

Q1 diaper market share gains:  
(year-over-year)

U.S.		+150 bps
China		+280 bps
Russia		+80 bps
Argentina		+200 bps
Korea		+400 bps
Australia		+400 bps

# Digital: Reinventing Consumer Relationships

## Approach

- Partnership
- Data analytics
- Local agility



**momQ**

## Progress

Digital share of advertising ~70%

Diaper sales online:

 85%

 70%

Digital ROI > traditional media

# Strategy is Working

## Personal Care Growth



**Global**

**+5%**  
**Organic Sales**



**D&E Markets**

**+6%**  
**Organic Sales**



**Market Share**

**+60%**  
**Key Category/  
Market**

# Recent Financial Performance

	<b>Organic Sales</b> +1 to 3%	<b>Adjusted EPS</b> +MSD
<b>2019</b>	<b>+4%</b>	<b>+4%</b>
<b>2020</b>	<b>+6%</b>	<b>+12%</b>
<b>2021 Outlook – April *</b>	<b>0 – 1%</b>	<b>(2) – (6)%</b>
<b>2020 / 2021 Average *</b>	<b>~3%</b>	<b>~4%</b>

\* As communicated on April 23, 2021, average assumes mid-point of guidance range

# Near-term Volatility

- Near-term results impacted by sharp rise in input costs, supply chain disruptions and consumer tissue destocking
  - Taking decisive actions, including raising selling prices
  - Second quarter expected to be profit low point: higher cost inflation ahead of price increases, \$0.20/share drag sequentially
- Continue to invest in our brands and commercial capabilities

# Summary

- ✔ Strategy is working
- ✔ Improving topline, strengthening our brands and our company for long-term success
- ✔ Confident in our ability to deliver balanced and sustainable growth and create shareholder value





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