

\*Kimberly-Clark

# Welcome to Kimberly-Clark

March 27, 2025





# Forward-Looking Statements

Certain matters contained in this presentation concerning the business outlook, including raw material, energy and other input costs, the anticipated charges and savings from the 2024 Transformation Initiative, cash flow and uses of cash, growth initiatives, innovations, marketing and other spending, net sales, anticipated currency rates and exchange risks, including the impact in Argentina and Türkiye, effective tax rate, contingencies and anticipated transactions of Kimberly-Clark, including dividends, share repurchases and pension contributions, constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 and are based upon management's expectations and beliefs concerning future events impacting Kimberly-Clark. There can be no assurance that these future events will occur as anticipated or that our 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.

The assumptions used as a basis for the forward-looking statements include many estimates that, among other things, depend on the achievement of future cost savings and projected volume increases. In addition, many factors outside our control, including the risk that we are not able to realize the anticipated benefits of the 2024 Transformation Initiative (including risks related to disruptions to our business or operations or related to any delays in implementation), war in Ukraine (including the related responses of consumers, customers, and suppliers and sanctions issued by the U.S., the European Union, Russia or other countries), pandemics, epidemics, fluctuations in foreign currency exchange rates, the prices and availability of our raw materials, supply chain disruptions, disruptions in the capital and credit markets, counterparty defaults (including customers, suppliers and financial institutions with which we do business), failure to realize the expected benefits or synergies from our acquisition and disposition activity, impairment of goodwill and intangible assets and our projections of operating results and other factors that may affect our impairment testing, changes in customer preferences, severe weather conditions, regional instabilities and hostilities (including the war in Israel), government trade or similar regulatory actions, 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, could affect the realization of these estimates.

The factors described under Item 1A, "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2024, or in our other SEC filings, among others, could cause our future results to differ from those expressed in any forward-looking statements made by us or on our behalf. Other factors not presently known to us or that we presently consider immaterial could also affect our business operations and financial results.

Huggies, Pull-Ups, Andrex, Depend, Poise, Cottonelle, Kleenex, WypAll, Kotex are registered trademarks of Kimberly-Clark Worldwide Inc.

Please see our filings for a complete list.



Tamera Fenske  
Chief Supply Chain Officer



# Science is Our Competitive Advantage

## TECHNOLOGY CAPABILITIES



Material Invention



Product Engineering



Manufacturing  
Process Innovation

## CONSUMER BENEFITS



Skin Health & Wellness



Garment-Like Comfort



Leak-Free Confidence



Sustainability



# Our Brands are Purposeful and Preferred Around the World



## PURPOSEFUL

### HUGGIES

Helping to navigate the unknowns  
of babyhood and childhood

**#1 or #2**

In >80% of Key Markets

### kotex

Ensuring a period never gets in the  
way of any woman's progress

**#1 or #2**

in >80% of Key Markets

### Kleenex

Finding strength in everyday  
moments of vulnerability

**#1 or #2**

in >80% of Key Markets

Source: Branded Share in Key Markets; category/country combinations; Data source is NIQ/IRI 2023

Note: Brand names may vary by country



# HUGGIES NORTH AMERICA

Driving Growth and  
Mix with Solutions  
to Unmet Needs

LEAK  
PROTECTION



For Healthy,  
Huggable Skin

Curved &  
Stretched Fit

SLEEP



Long Lasting  
Absorbency for a  
Good Night's Sleep

COMFORT



Soft, Breathable,  
and Comfy for a  
Happy Baby

SKIN HEALTH

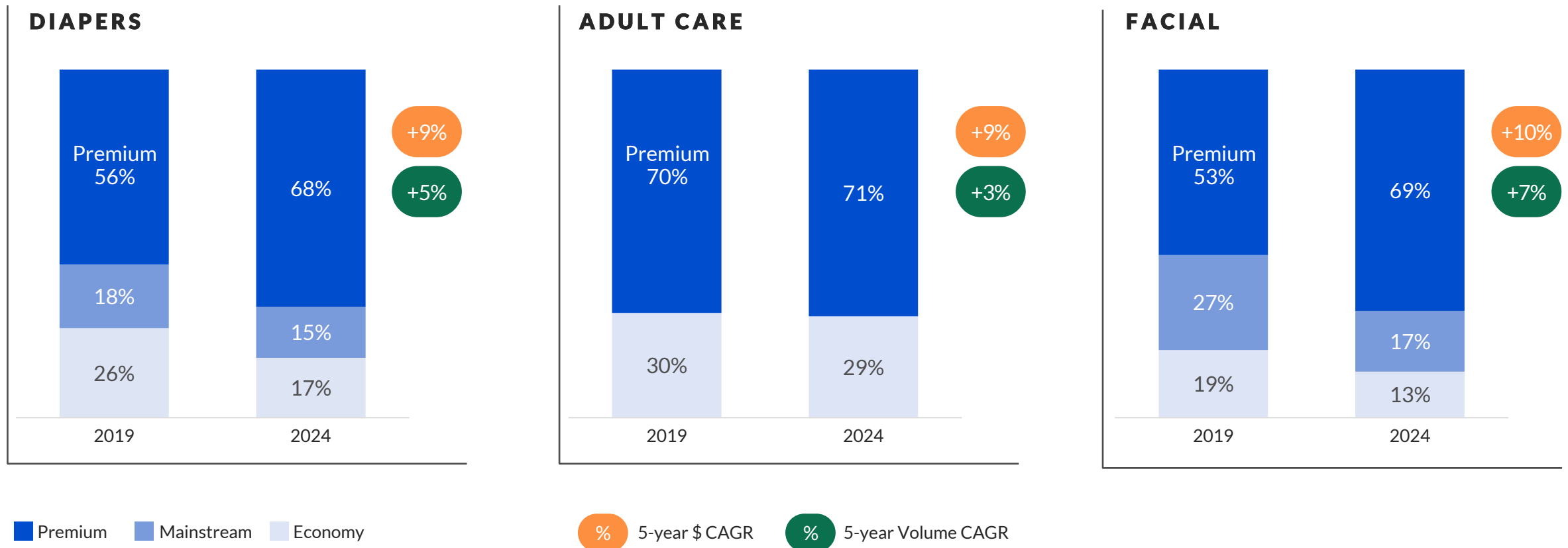


Helps Protect  
Against Top Two  
Causes of Rash



# North American Consumers Respond to Better Quality in Our Categories, Creating Growth and Positive Mix

## Category Mix by Quality Tier





# Powering Efficient Growth Through a Transformed Supply Chain

## Executing Three Strategies

VALUE STREAM SIMPLIFICATION

NETWORK OPTIMIZATION

SCALABLE AUTOMATION



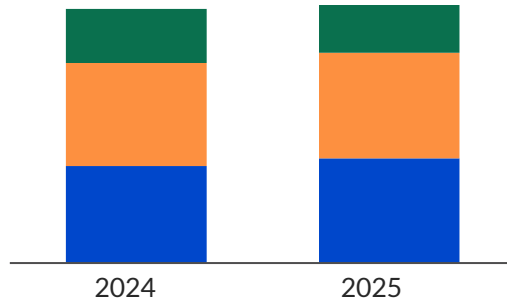




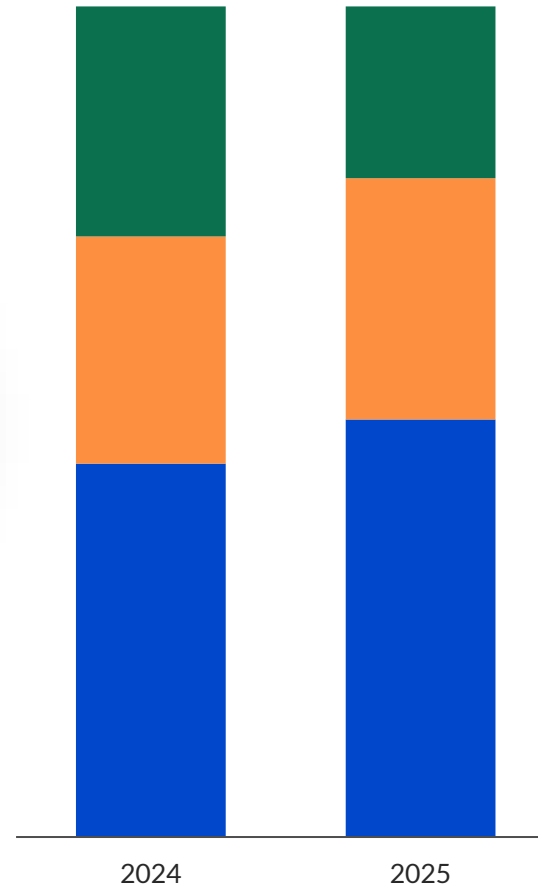
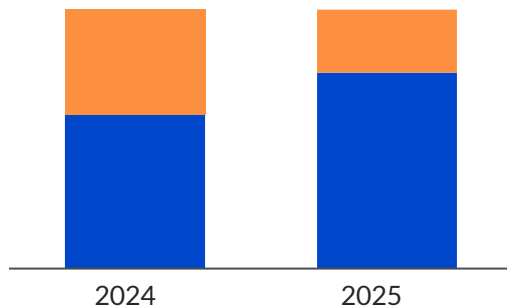
# Balance of Gross Productivity Drivers

% Contribution

## IMM GROSS PRODUCTIVITY



## PROCUREMENT GROSS PRODUCTIVITY



- **Strong start to productivity in 2024** with \$745M generated, equivalent to 5.9% of COGS
- **Network Optimization and Value Stream Simplification benefits increasing** as % of total in 2025 as restructuring benefits begin

# Keeping Our Customers and Consumers First



Overlaying supply chain networks through connected data



Leveraging process intelligence to harmonize business strategies across the supply chain



Utilizing analytical tools end-to-end from demand planning to consumer delivery

VALUE STREAM SIMPLIFICATION





# Value Stream is Revolutionizing Our Business and Positioning Us to Win with Our Consumers

## Ways of Working

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Deep Fact Base



Cross-functional Team



Unconstrained Thinking

Driving Consumer Value

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Cost Transformation





# Standardizing, Simplifying and Scaling Our Business

|                                | Where We Are   | Where We're Heading  | What This Provides  |
|--------------------------------|--|--|---|
| <b>Consumer Benefits</b>       | <b>2</b> scaled benefits (protection, fit)   | More scaled benefits to our consumers  | <b>Superior<br/>consumer value<br/>propositions</b>                                     |
| <b>Technology Upgrades</b>     | <b>3-4</b> decade-old absorbent technology   | State of the art/next-gen technologies   |   |
| <b>Product Performance</b>     | Overall parity with some gaps due to legacy designs                                  | Superior performance across good-better-best prices value tiers                |   |
| <b>Chassis</b>                 | <b>13</b> chassis types manufactured internally; bespoke material types for products | Fewer, simplified designs based on global standards of excellence              | <b>Simplification<br/>&amp;<br/>Enhanced focus on most<br/>strategic, core products</b> |
| <b>Make/Buy</b>                | <b>14%</b> of Personal Care made at External Contract Manufacturers                  | Increased use of external contract manufacturers for non-proprietary materials |   |
| <b>Manufacturing Platforms</b> | <b>5</b> different platform types (49 total production lines, 10-30+ years old)      | Reduced complexity across our manufacturing platforms                          |   |



# International Personal Care CAPEX Success Story

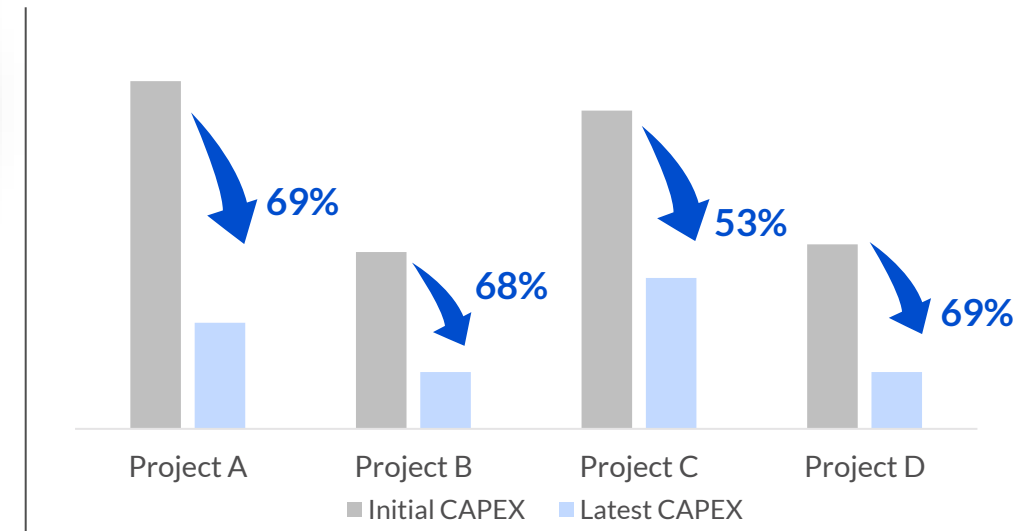
The collaboration between our **engineering teams in Brazil and China** not only succeeded in finding high-quality winning product innovations...



...but they also achieved **significant CAPEX reductions** in recent projects, supporting Brazil's business strategy.

## CAPEX Reductions of Key Projects

Initial CAPEX vs. Latest CAPEX





# Building an Enterprise Network Design to Bring Global Might to the Local Fight

## MANUFACTURING FOOTPRINT

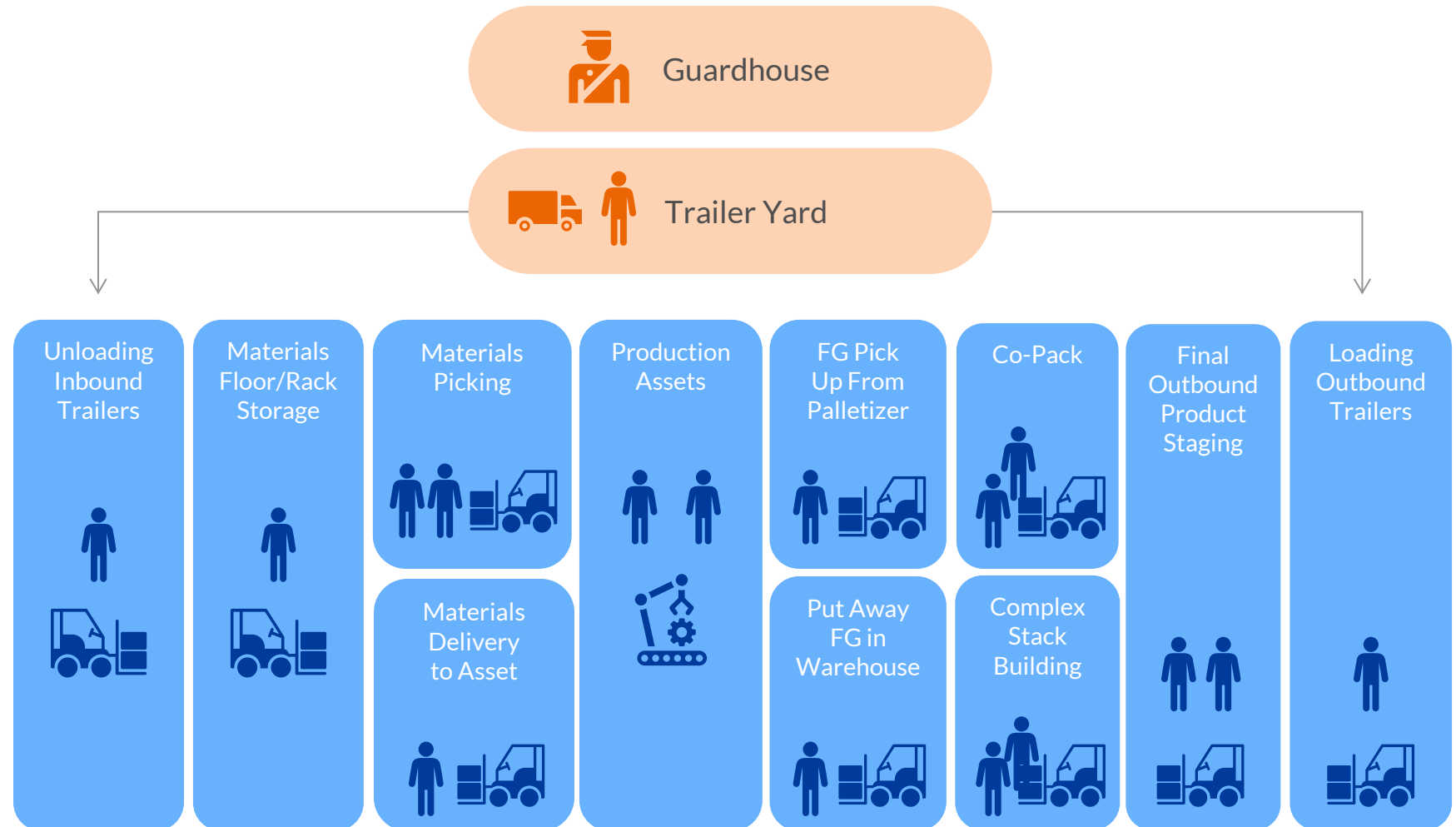


### Strategic Objectives

- Harmonized global materials
- Standardized dedicated assets
- Leveraging global external manufacturing partners
- Building larger sites for scale
- Leveraging strategic partnerships



# Operations Depend on Several Manual Processes



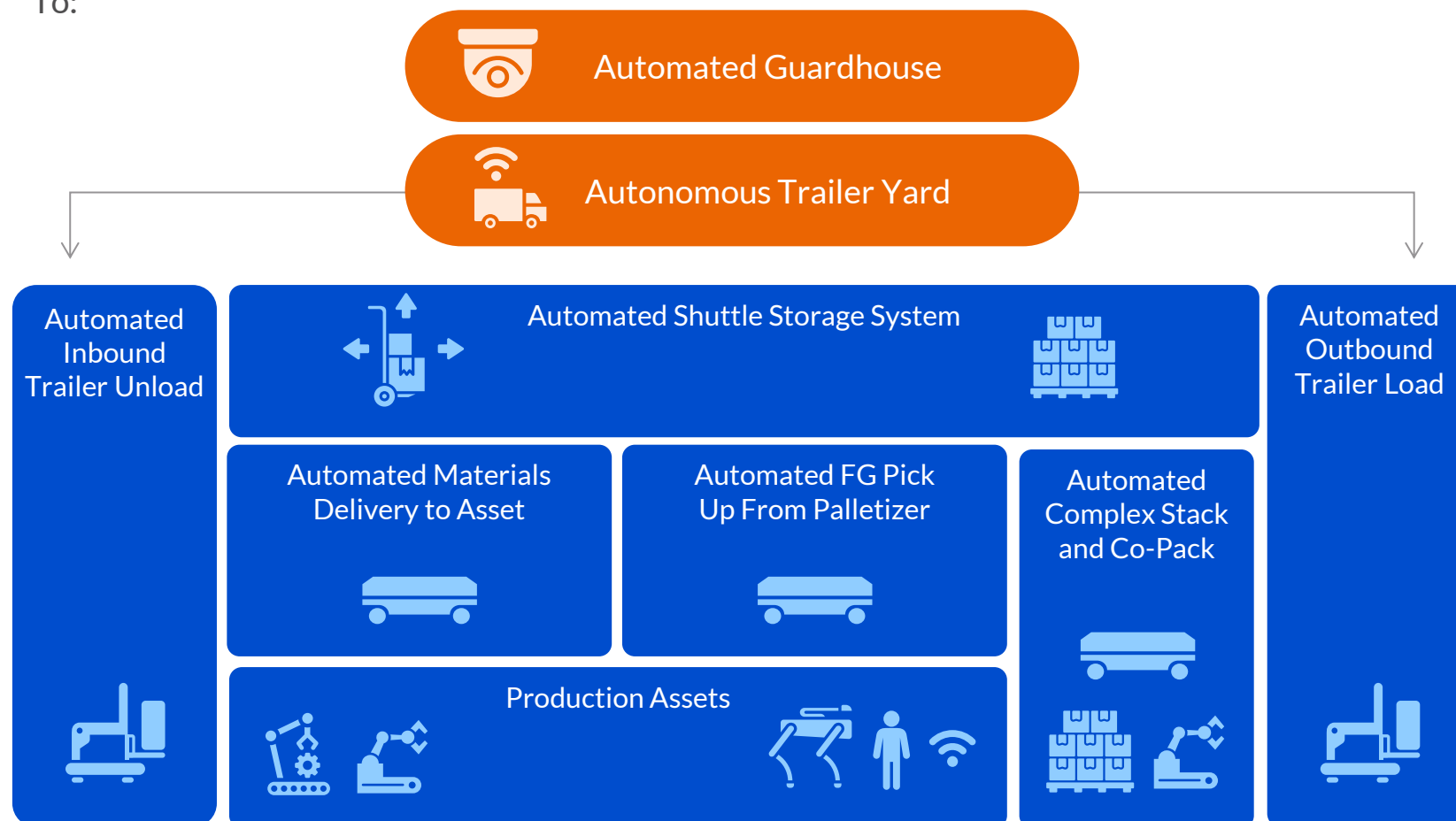


# Through Automation, We Are Streamlining Processes Across Our Plant Operations

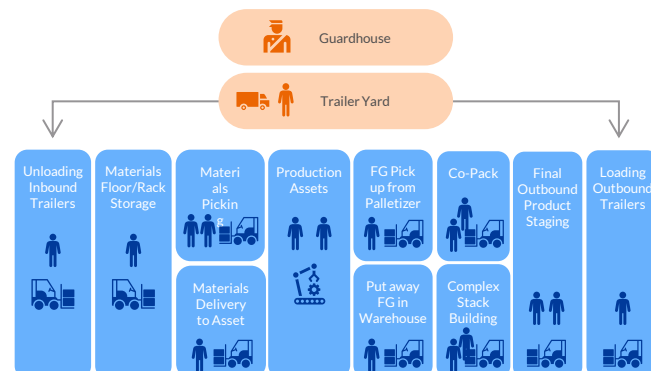
## End State E2E Plant Operations

Limit manpower to non-automatable tasks & automation oversight

To:



From:



## SUSTAINABILITY 2030

# Our Progress So Far...

### FOREST/NATURE



# 40%

Natural Forest Fiber  
footprint reduction  
since 2011  
(against 50% goal by 2025)

### SOCIAL IMPACT



# 300M

Lives impacted  
since 2015  
(against 1B goal by 2030)

### CLIMATE



# 42%

Carbon footprint  
reduction from Scope 1  
& 2 emissions since 2015  
(against 50% goal by 2030)

### PLASTICS



# 18%

Plastics footprint  
reduction since 2019  
(against 50% goal by 2030)

### WATER



# 56%

Water footprint reduction  
since 2015  
(against 50% goal by 2030)

SUSTAINABILITY







# North America Footprint

9,271

North America  
Supply Chain Employees

18

Manufacturing  
Locations

~7,400

Ship-to Locations

~4M

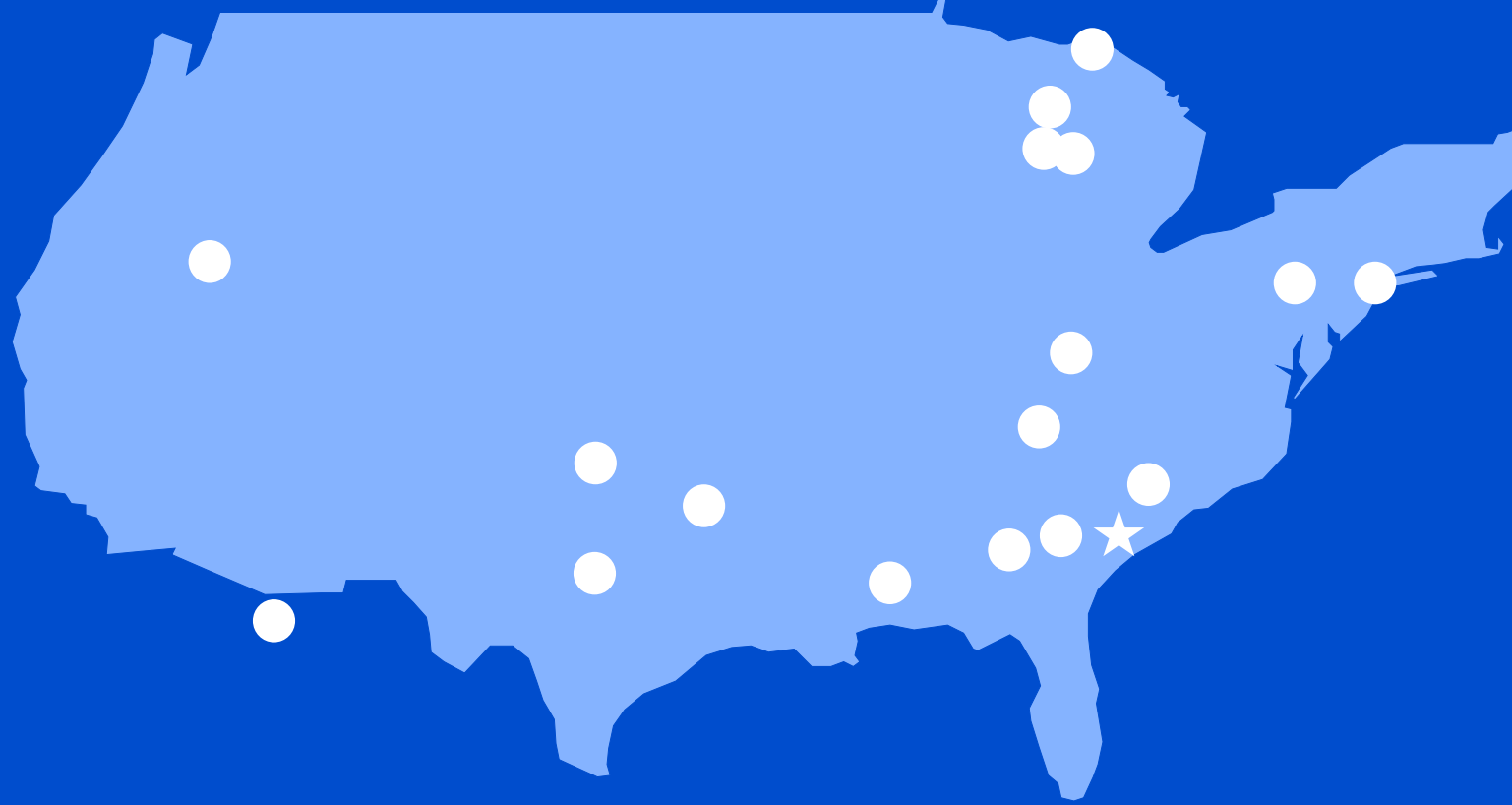
Sales Orders Shipped  
Annually

39

Distribution Centers

~306K

Truck Loads Shipped





Jeff Hutter  
Plant Manager



# Beech Island Plant



HUGGIES

PULL-UPS

goodnites

YOU  
ARE  
HERE

Kleenex

Scott  
1000

WATER TREATMENT  
PLANT

Scott  
Paper Towels

Scott  
Comfort Plus

Viva  
Multi-Surface Cloth™

Cottonelle

Cottonelle  
FLUSHABLE WIPES



# Powering Efficient Growth Through Transforming Beech Island

## Executing Three Strategies

VALUE STREAM SIMPLIFICATION

NETWORK OPTIMIZATION

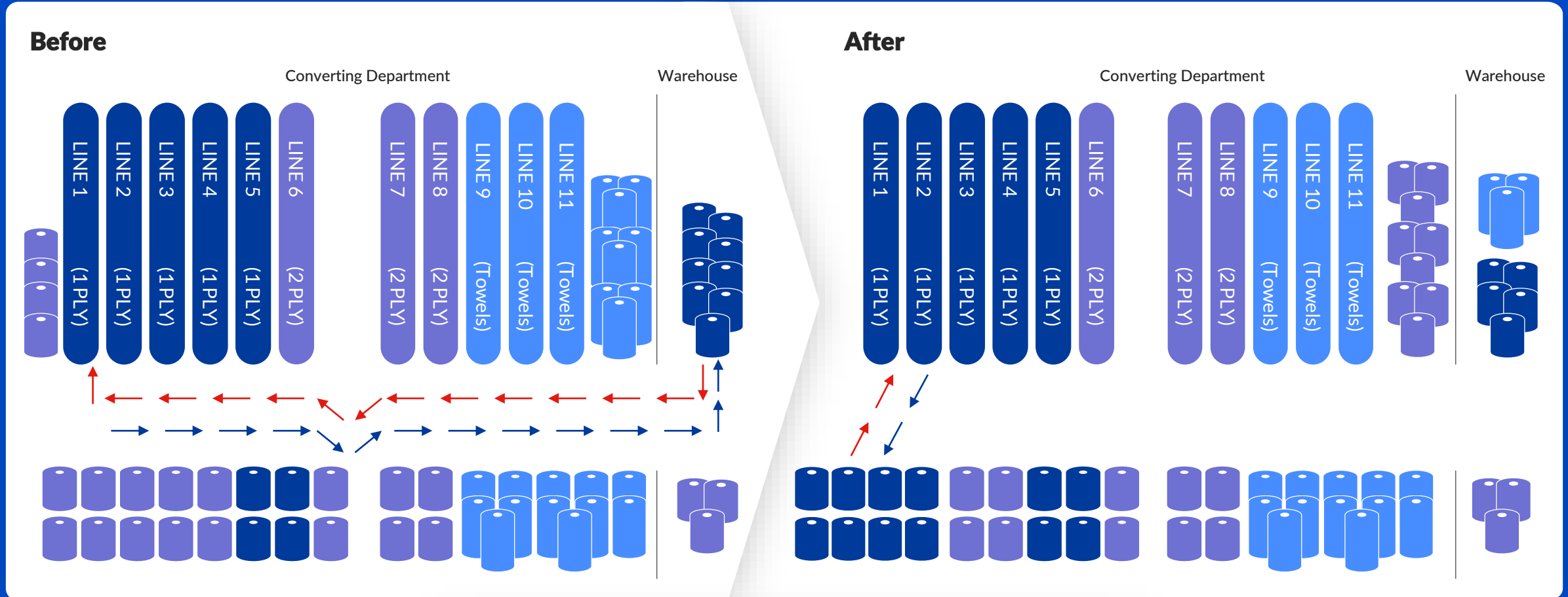
SCALABLE AUTOMATION





# Unlocking Efficiencies through Simplification

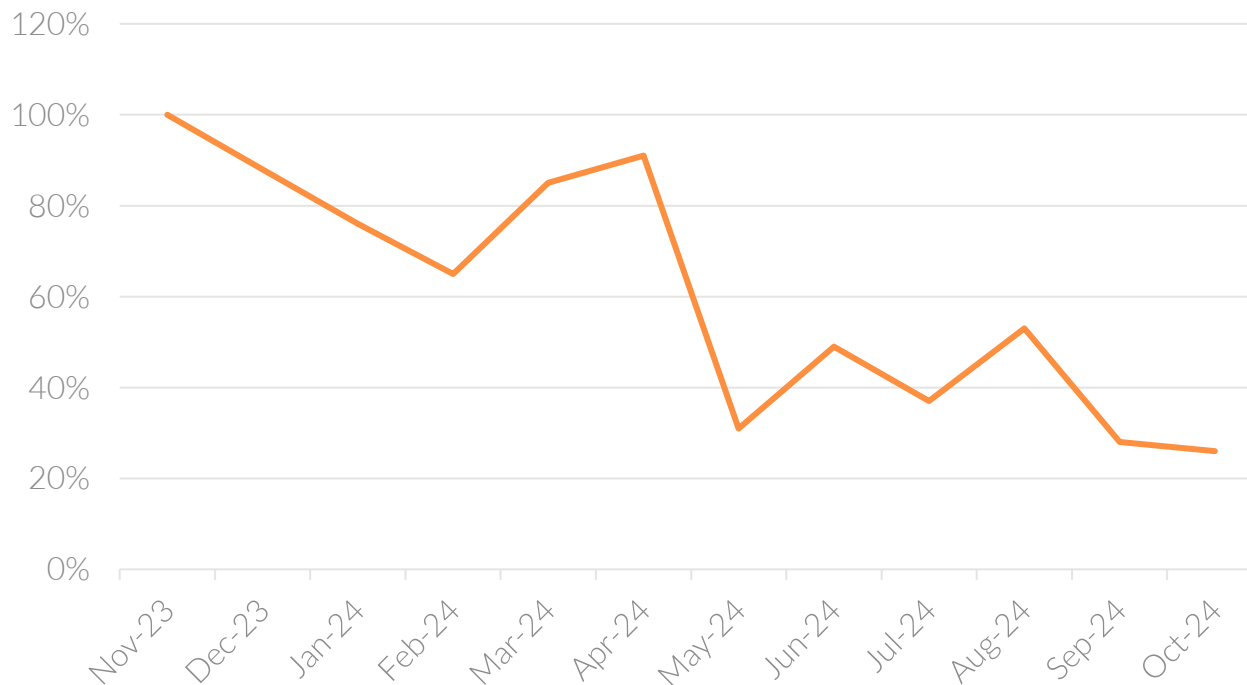
Utilizing Lean 6 Sigma to redesign traffic flow across the plant footprint



# Zero CAPEX Initiative Driving 74% Reduction in Process Cost



Cost of Roll Hauler Delay (Indexed to Nov '23 Cost)



## Production Cost Impact



Reduction in Distance Traveled:  
**14,733 miles** per year



Downtime Reduction: from  
**>6min** to get roll to a line  
to **<1min**



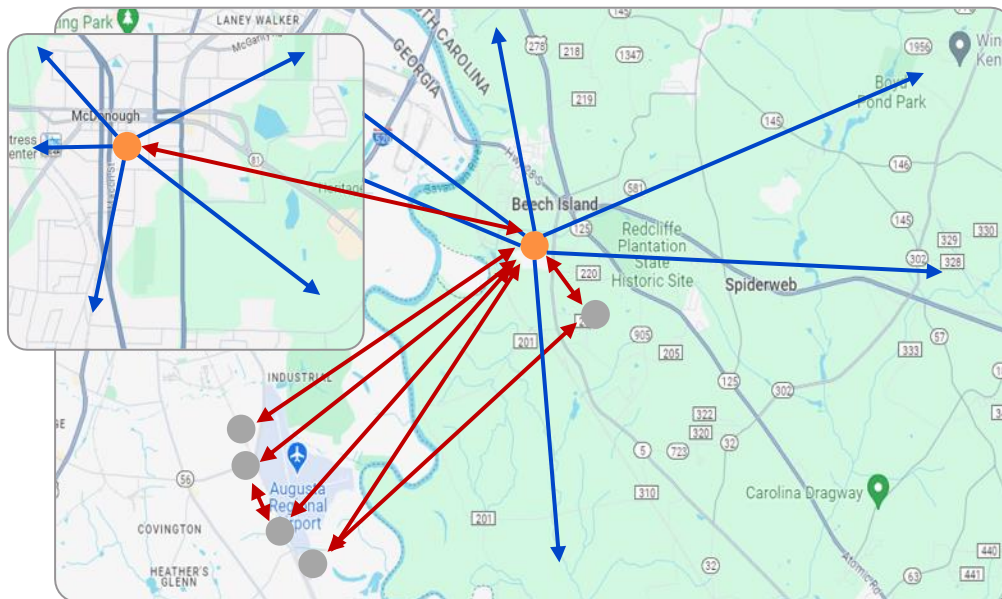
Gross Productivity: **74% process  
cost reduction**



# Exploring Ways to Optimize DC Network & Finished Product Flows

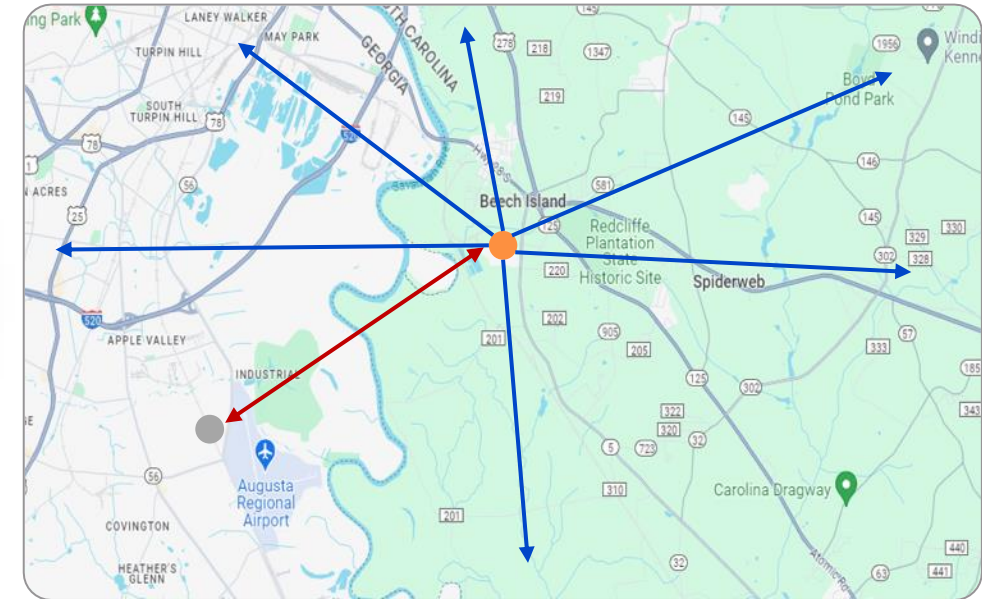


## Today: Inefficient Flow



● BIL ● Overflow ↔ Interfacility Flow → Customer Flow

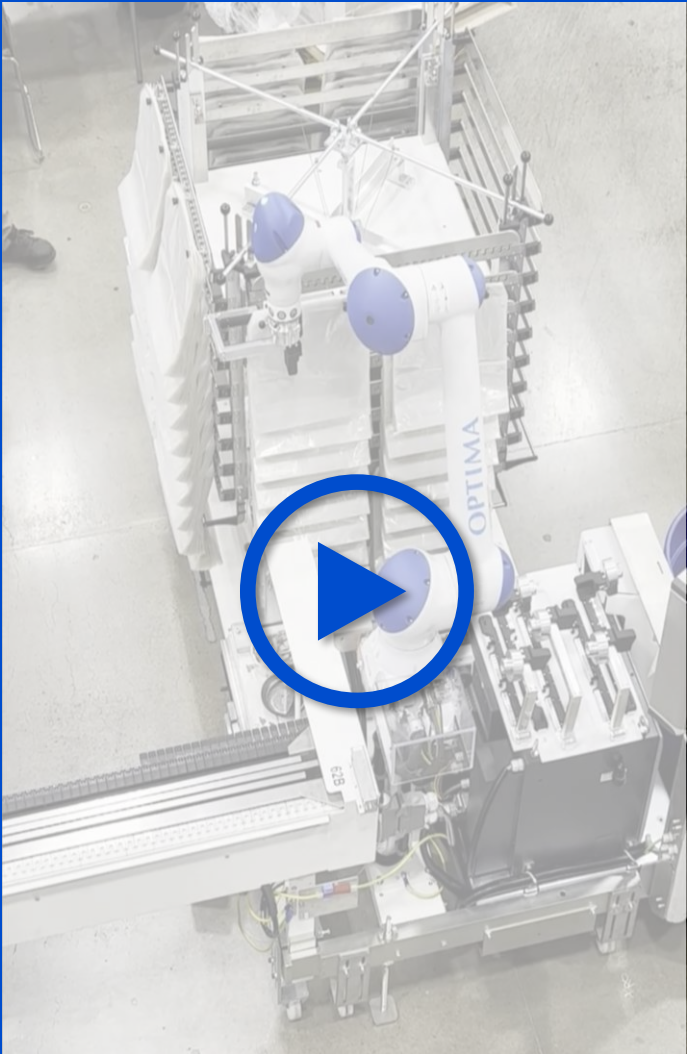
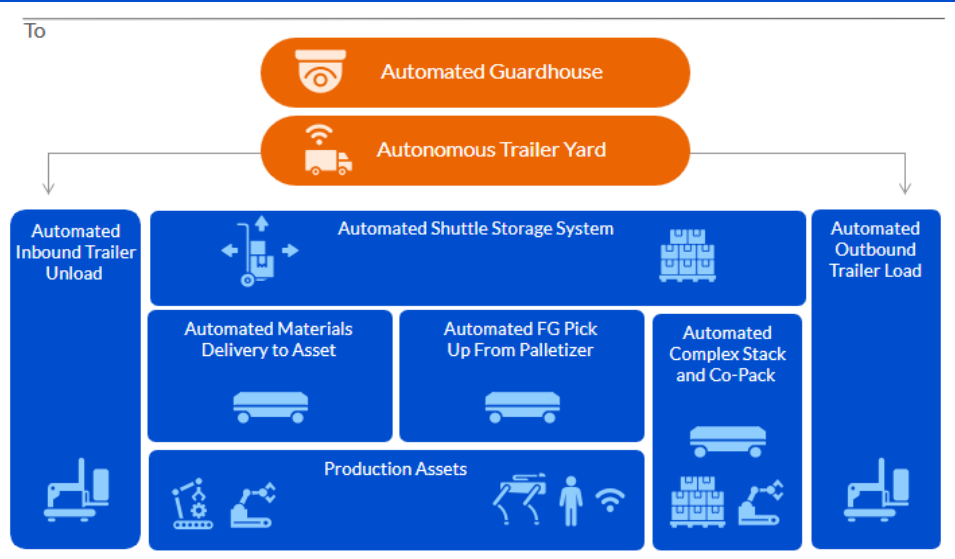
## Ideal: Streamlined Flow



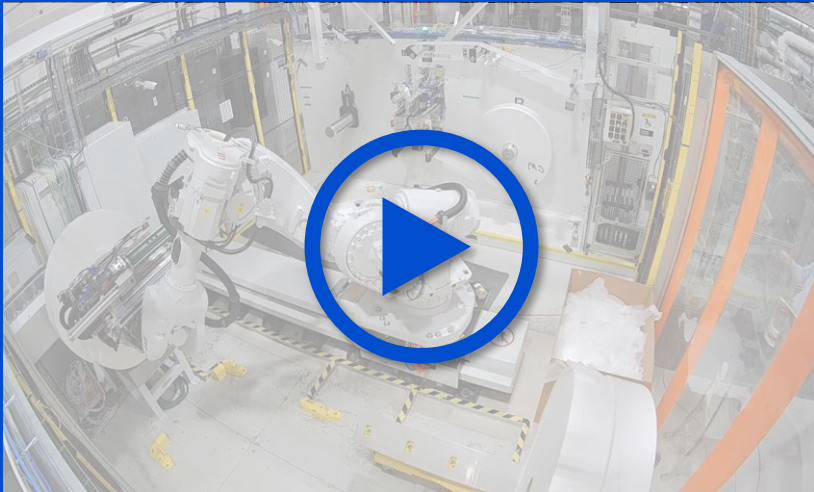
● BIL ● Overflow ↔ Interfacility Flow → Customer Flow



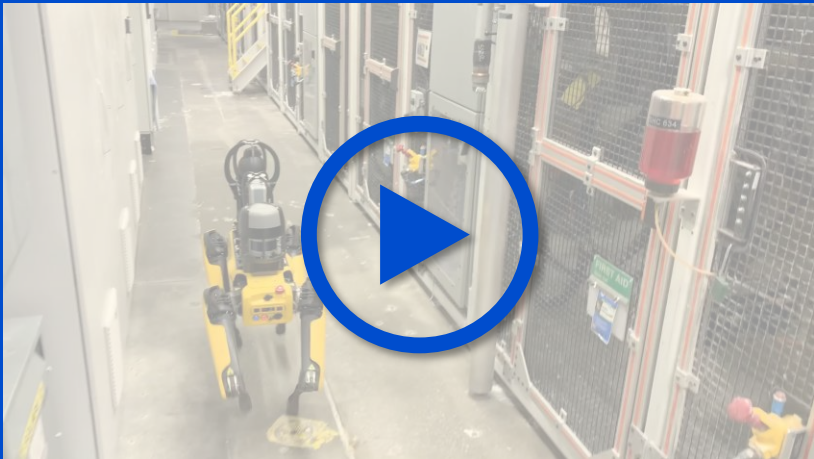
# Automation in Action at Beech Island



Automated Bag Loading



Automated Roll Loading



SPOT

## SUSTAINABILITY 2030

# Beech Island: Having a Positive Impact...

SUSTAINABILITY



### SOCIAL IMPACT



30+ year partnership with United Way and more than \$6M in donations.

### FOREST/NATURE



FSC-certified and labeled Tissue products to help consumers make more sustainable choices.

### CLIMATE



40% reduction in operational greenhouse gas emissions between 2015 and 2024.  
34% of the plant's purchased electricity was from renewable sources<sup>2</sup> in 2024.

### WATER



Recycle treated wastewater back into our operations, reducing water demand from the Savannah River.



Note: 1. All results based on 2024 actuals (pending assurance)  
2. Renewable energy sources via a virtual power purchase agreement and associated renewable energy credits





# 150+

YEARS OF BETTER CARE  
FOR A BETTER WORLD

Thank You