

*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

PREFERRED

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

SLEEP



Long Lasting
Absorbency for a
Good Night's Sleep

COMFORT



Soft, Breathable
and Comfy for a
Happy Baby

SKIN HEALTH

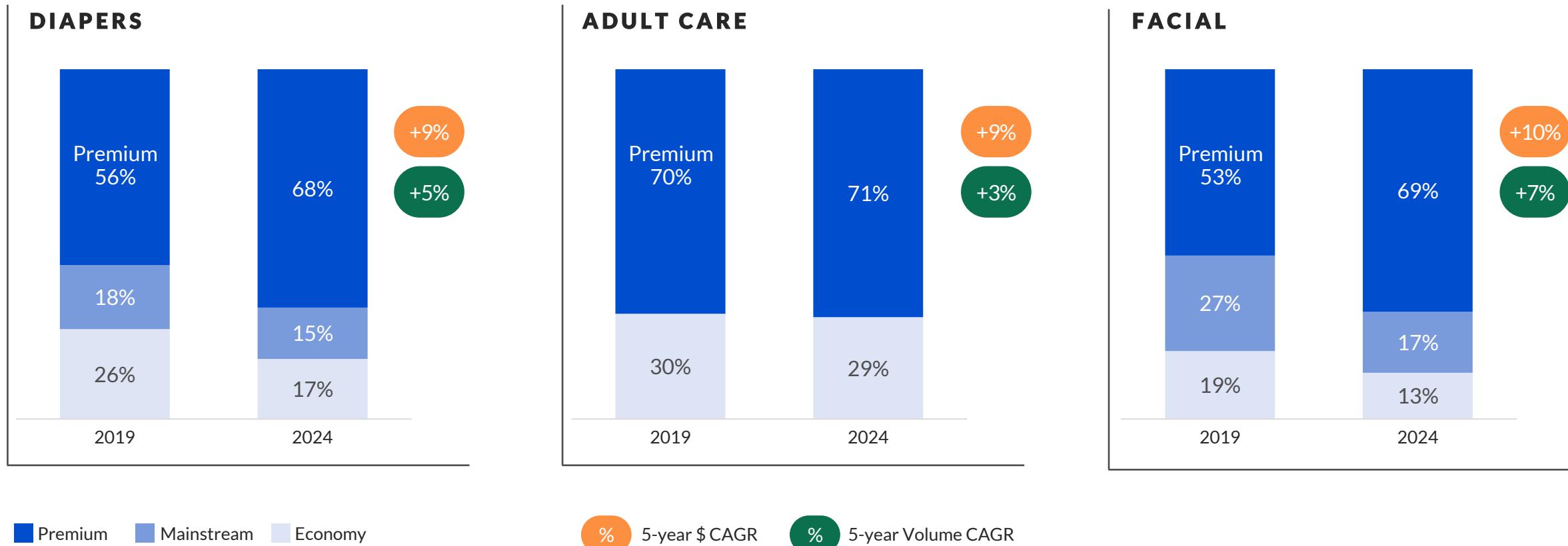


Helps Protect
Against Top Two
Causes of Rash



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

Category Mix by Quality Tier



Source: 2019-2024 U.S. All Outlet estimates

Powering Efficient Growth Through a Transformed Supply Chain

Executing Three Strategies

VALUE STREAM SIMPLIFICATION

NETWORK OPTIMIZATION

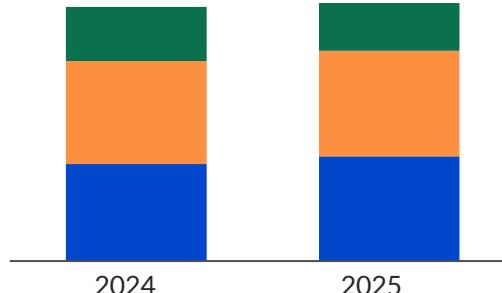
SCALABLE AUTOMATION



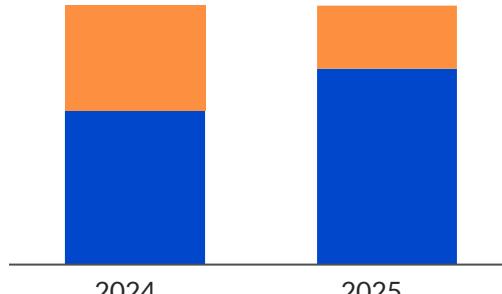
Balance of Gross Productivity Drivers

% Contribution

IMM GROSS PRODUCTIVITY



PROCUREMENT GROSS PRODUCTIVITY



■ Value Stream ■ Network Optimization ■ Automation

- **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 is Revolutionizing Our Business and Positioning Us to Win with Our Consumers

Ways of Working



Deep Fact Base



Cross-functional Team



Unconstrained Thinking

Driving Consumer Value

Cost Transformation



Standardizing, Simplifying and Scaling Our Business

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

International Personal Care CAPEX Success Story

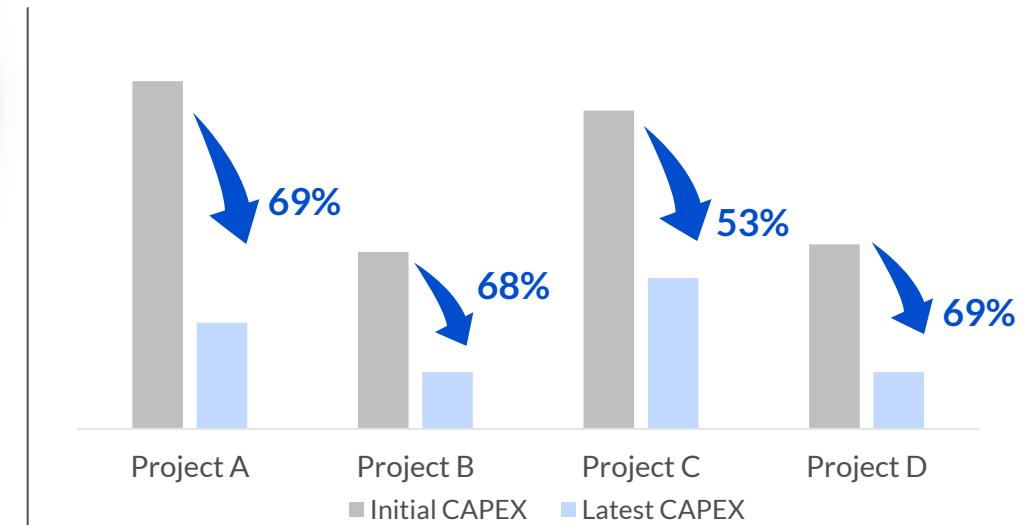
The collaboration between our **engineering teams** in **Brazil and China** not only succeeded in finding high-quality winning product innovations...



...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

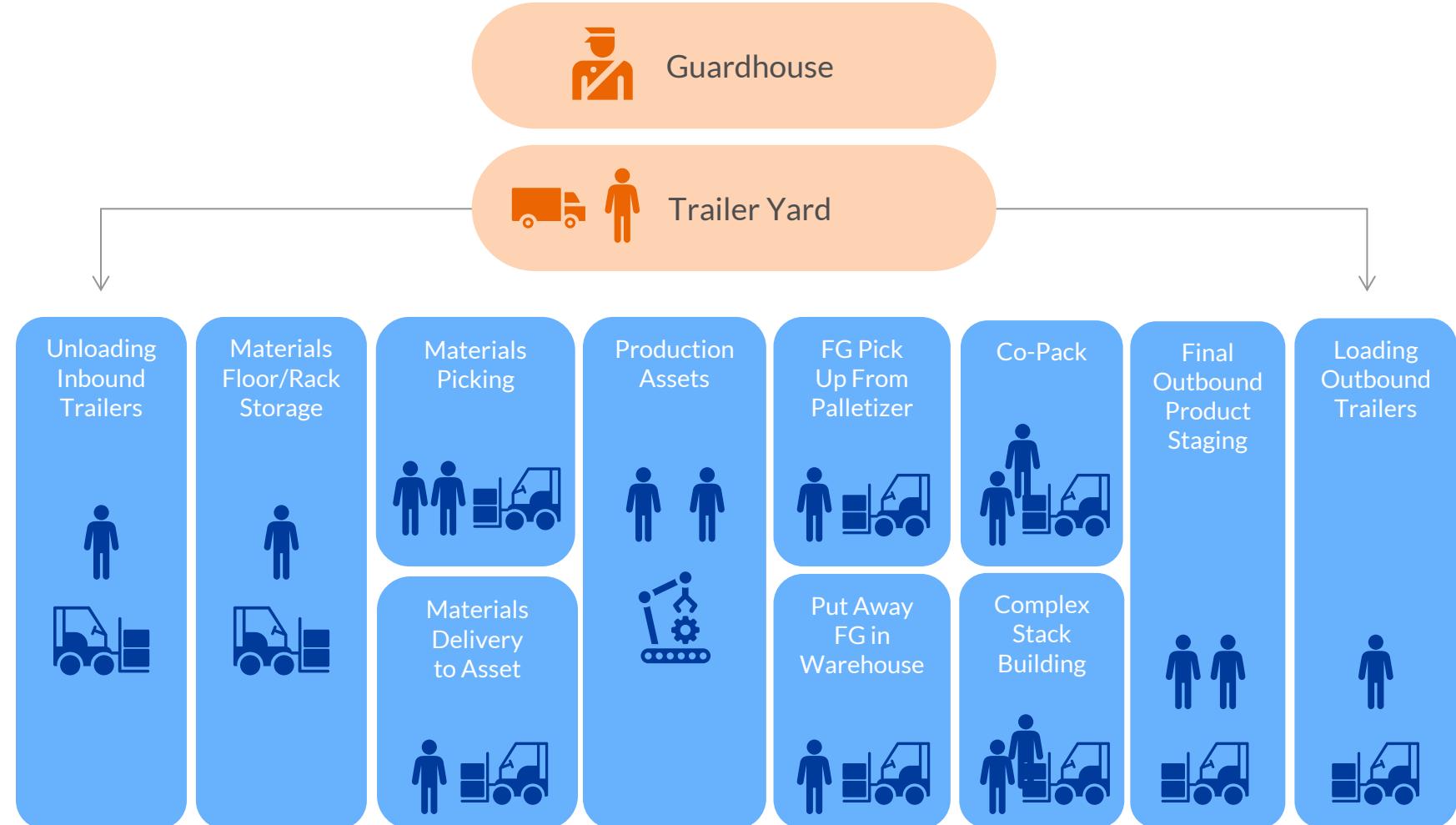


Strategic Objectives

- 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

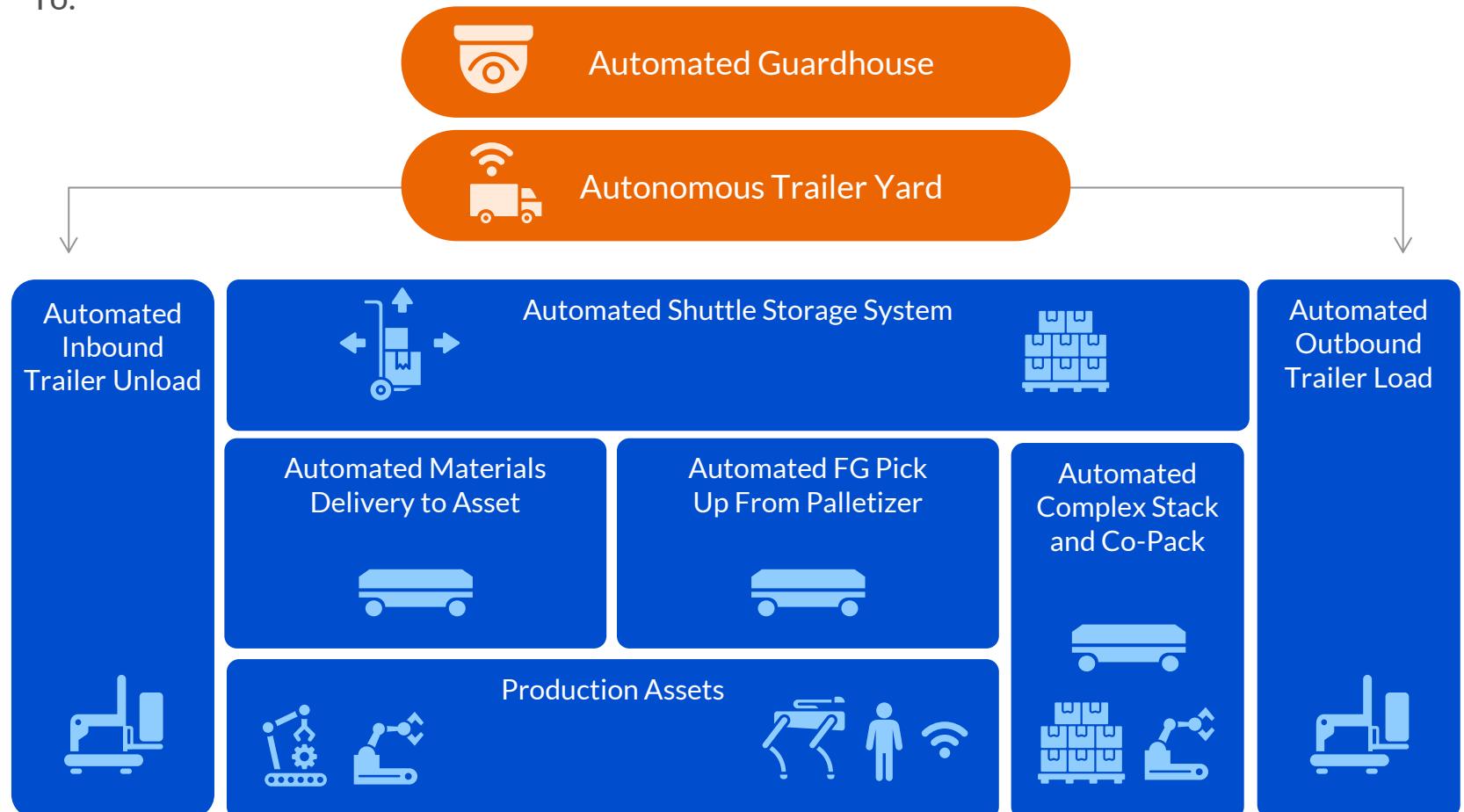
End State E2E Plant Operations

Limit manpower to non-automatable tasks & automation oversight

From:



To:



SUSTAINABILITY 2030

Our Progress So Far...

FOREST/NATURE

40%

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



PLASTICS

18%

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



CLIMATE

42%

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



WATER

56%

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



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



Powering Efficient Growth Through Transforming Beech Island

Executing Three Strategies

VALUE STREAM SIMPLIFICATION

NETWORK OPTIMIZATION

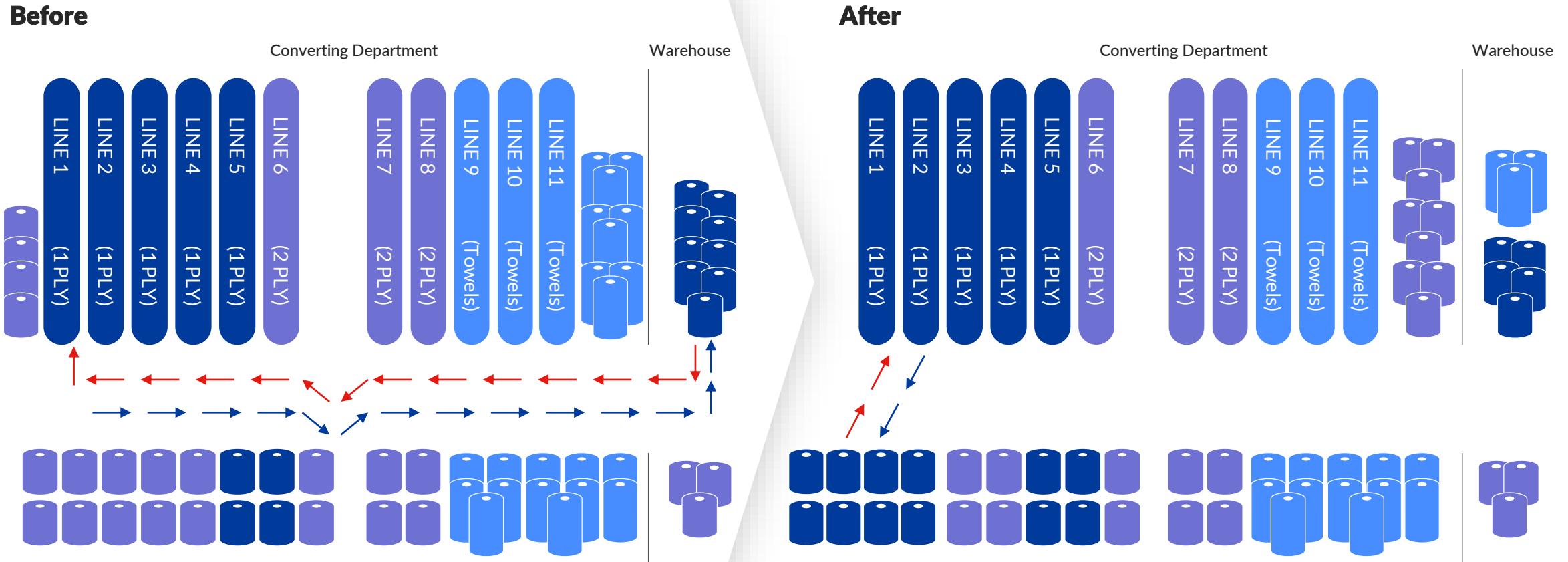
SCALABLE AUTOMATION





Unlocking Efficiencies through Simplification

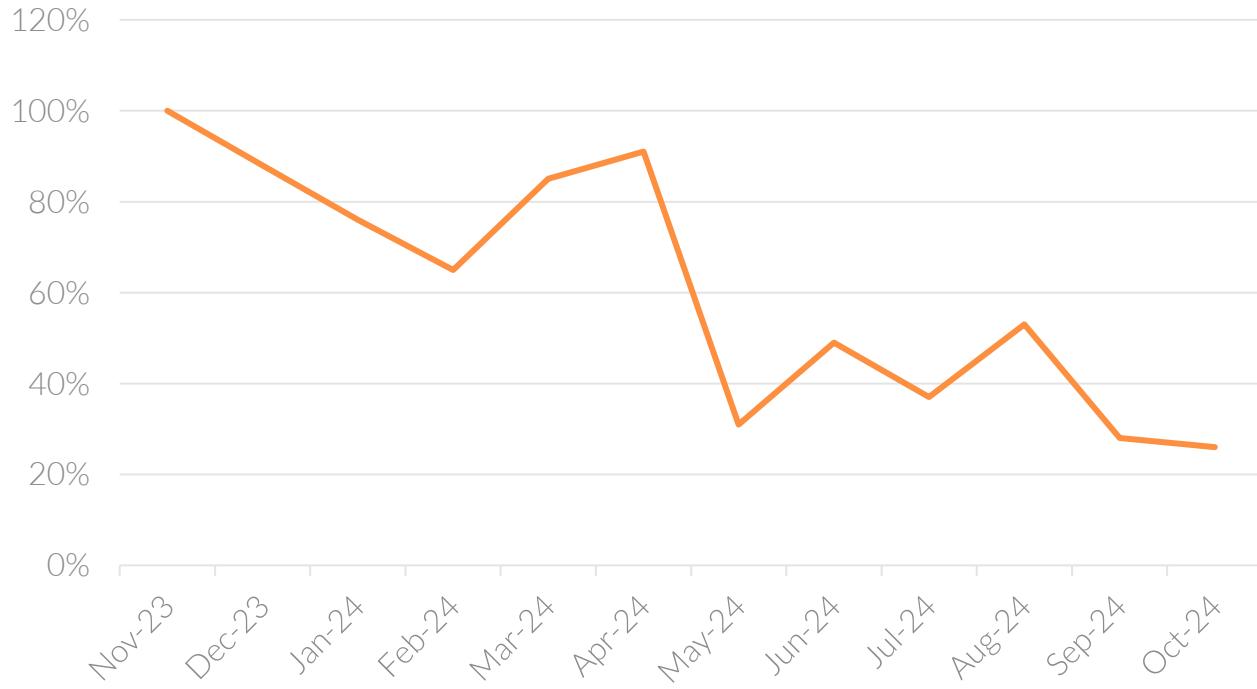
Utilizing Lean 6 Sigma to redesign traffic flow across the plant footprint





Zero CAPEX Initiative Driving 74% Reduction in Process Cost

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



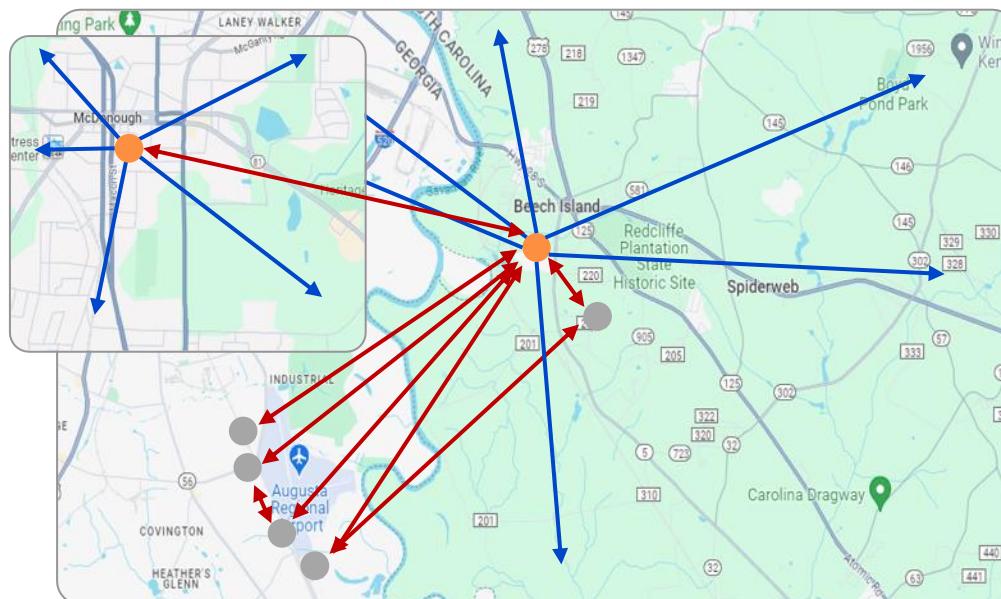
Production Cost Impact





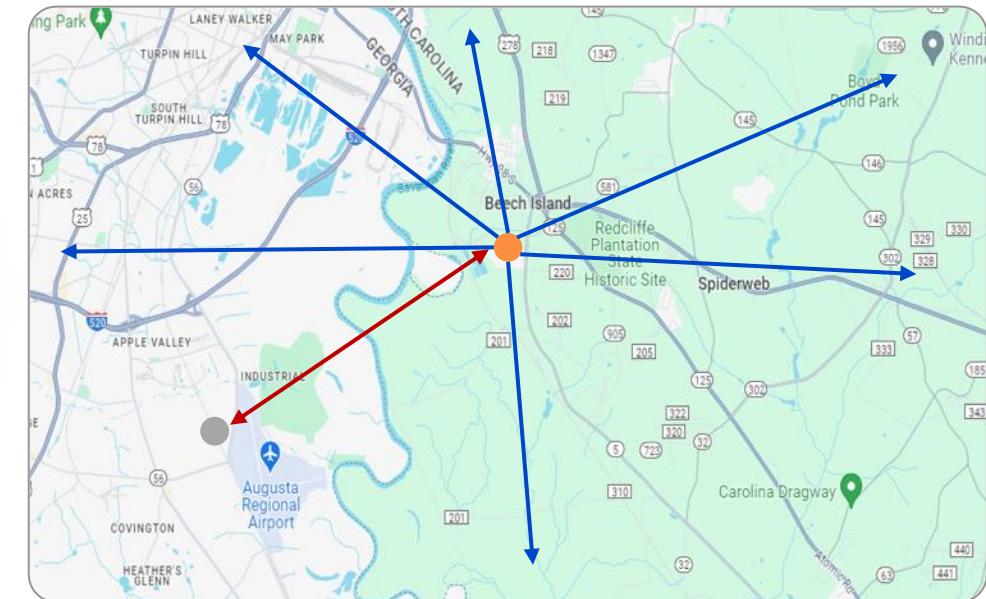
Exploring Ways to Optimize DC Network & Finished Product Flows

Today: Inefficient Flow



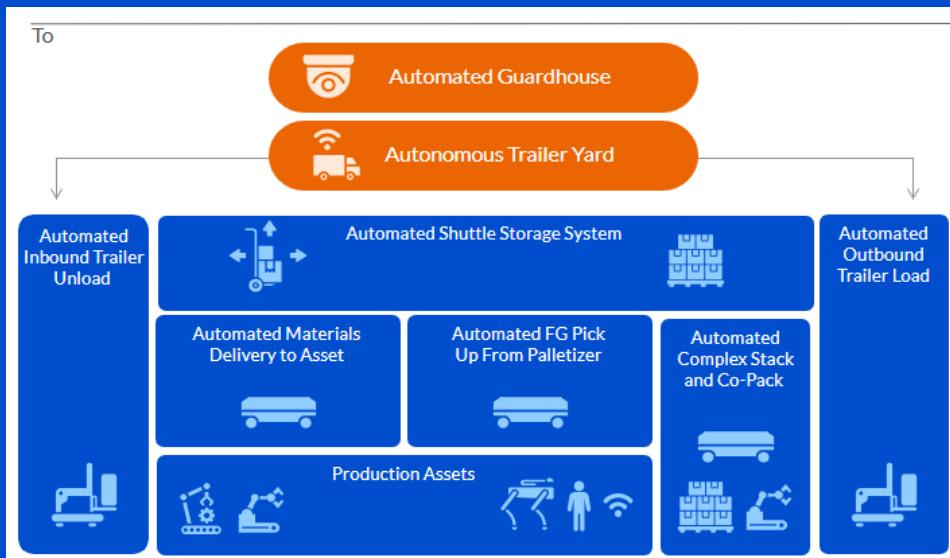
● BIL ● Overflow ←→ Interfacility Flow → Customer Flow

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...

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 sources² in 2024.

WATER



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





150+

YEARS OF BETTER CARE
FOR A BETTER WORLD

Thank You