



Better Care for a Better World

Goldman Sachs Global Staples Forum

May 17, 2022



Reminders

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 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 Non-GAAP Disclosure document posted in the Events & Presentations section on our website (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.





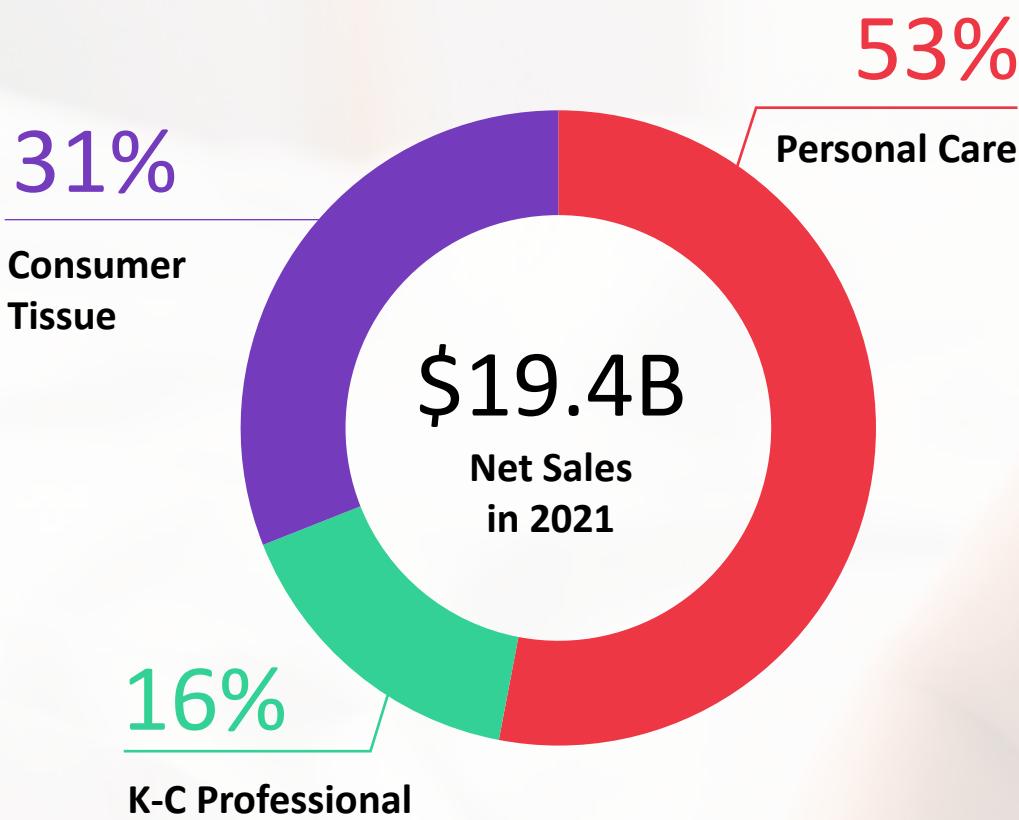
**Better Care for
a Better World**

Improving the
lives of

**1B
people**

▼
**with half
the environmental
footprint**

Powerful, Iconic Brands



HUGGIES®

kotex

Depend®

Kleenex®
BRAND

HUGGIES®
pull-Ups®
TRAINING UNDERWEAR

Scott®
Brand

Cottonelle®

WYPALL®
BRAND

K-C Strategy 2022: Balanced, Sustainable Growth

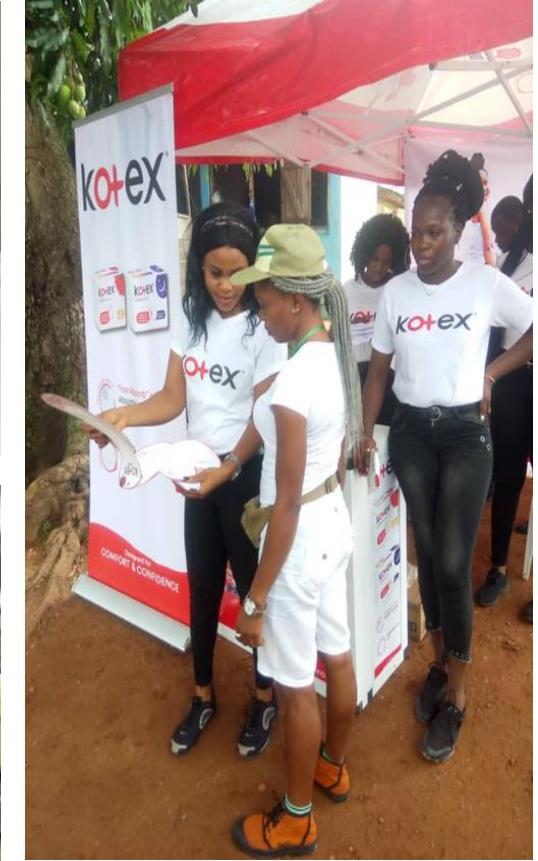


Driving Profitable Growth

Elevate Our Categories



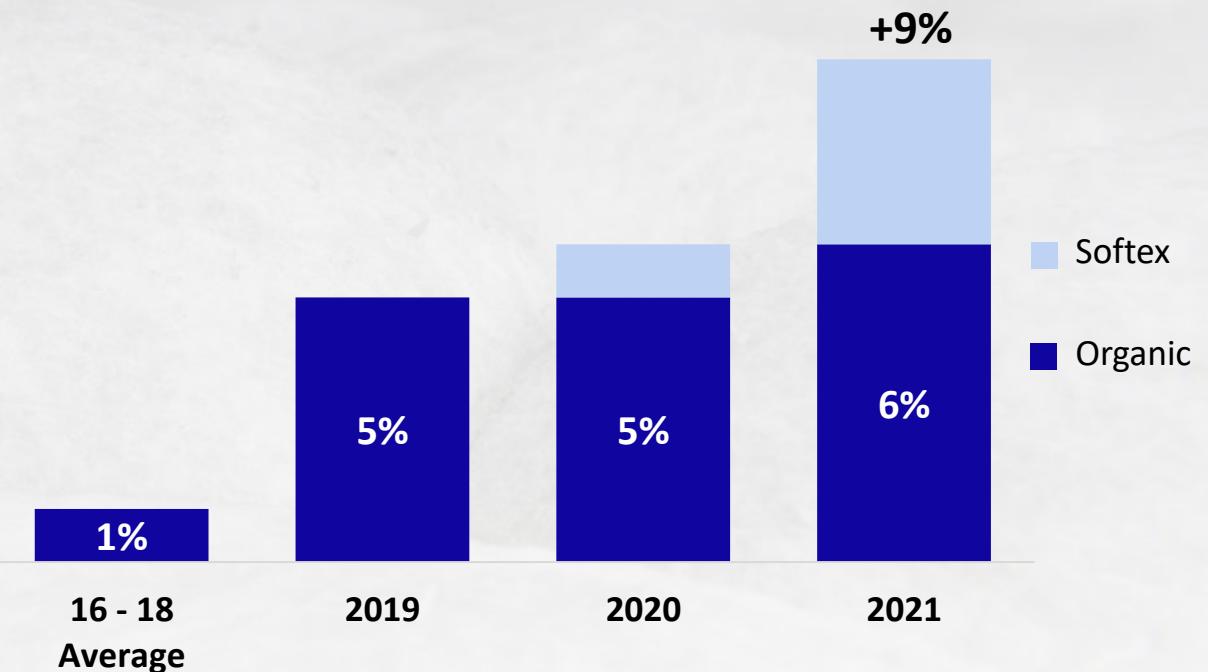
Expand Our Markets



Accelerating Growth

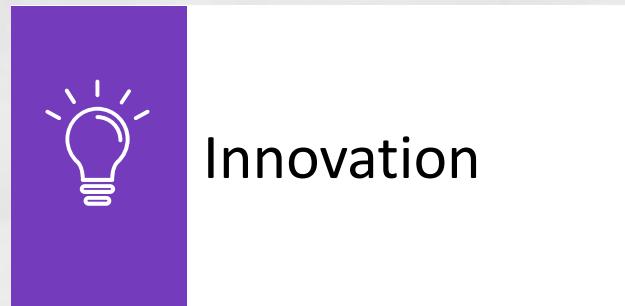
Market Share
Growing/Holding
~60%
of category/market
combinations
in 2020 and 2021

Personal Care Net Sales Growth



Winning in the Market with a Clear Growth Playbook

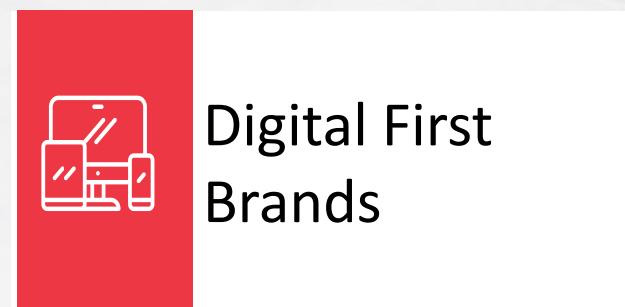
Strong Commercial Capabilities



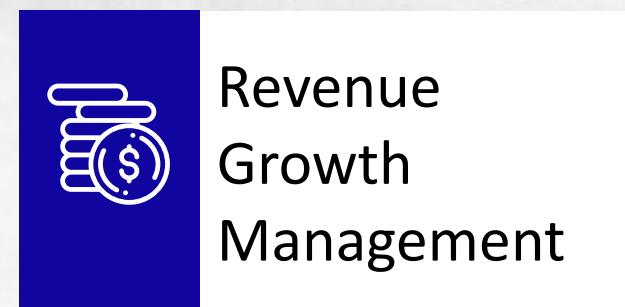
Innovation



In-Market
Execution

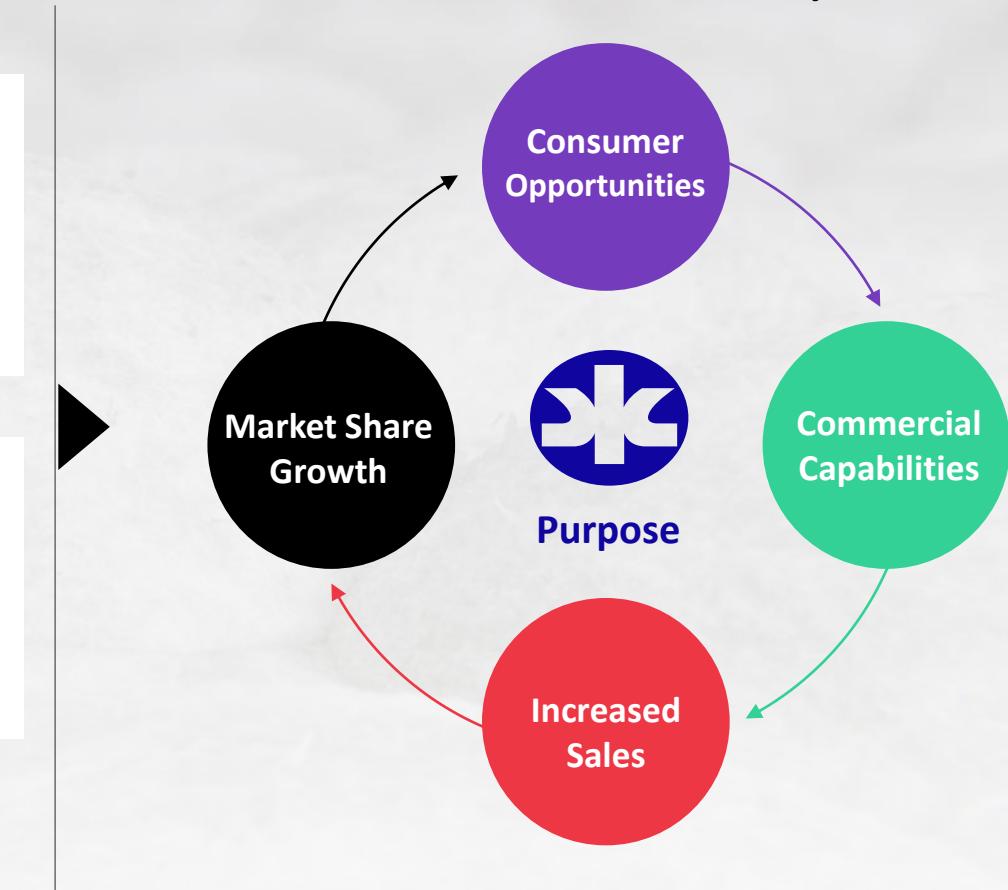


Digital First
Brands



Revenue
Growth
Management

Consistent Growth Playbook



Capitalizing on Long Runway of Consumer Opportunities



Near-Term Profits Negatively Impacted by Macro Headwinds

Results	Organic Sales	Adjusted EPS
2016 – 2018 average	+1%	+5%
2019	+4%	+4%
2020	+6%	+12%
2021	(1%)	(20%)
2022 Outlook *	+4 to 6%	(3) to (9)%

Headwinds

- Significant input cost inflation
 - ~\$2.7B in 2021/2022
- Supply chain challenges

Taking action to recover margins over time

- Raising selling prices to offset inflation
- Driving cost savings programs
- Continuing to invest in our brands

Summary

- ✓ We are growing – long runway to do more
- ✓ We are strengthening brands, market positions and company for long-term
- ✓ Near-term headwinds are significant; taking actions to offset over time
- ✓ Confident in our ability to deliver balanced and sustainable growth and create shareholder value



