



# POWERING CARE

Q2 2025 EARNINGS

August 1, 2025



# Forward-Looking Statements

Certain matters contained in this presentation concerning the business outlook, including raw material, energy and other input costs, our plans and expectations regarding the pending International Family Care and Professional ("IFP") joint venture transaction with Suzano ("IFP Transaction"), 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 risks and uncertainties around the pending IFP Transaction (including risks related to delays or failure to complete the proposed transaction, the incurrence of significant transaction and separation costs, adverse market reactions, regulatory or legal challenges, and operational disruptions), risks 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), government trade or similar regulatory actions (including current and potential trade and tariff actions affecting the countries where we operate and the resulting negative impacts on our supply chain, commodity costs, and consumer spending), 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), 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.

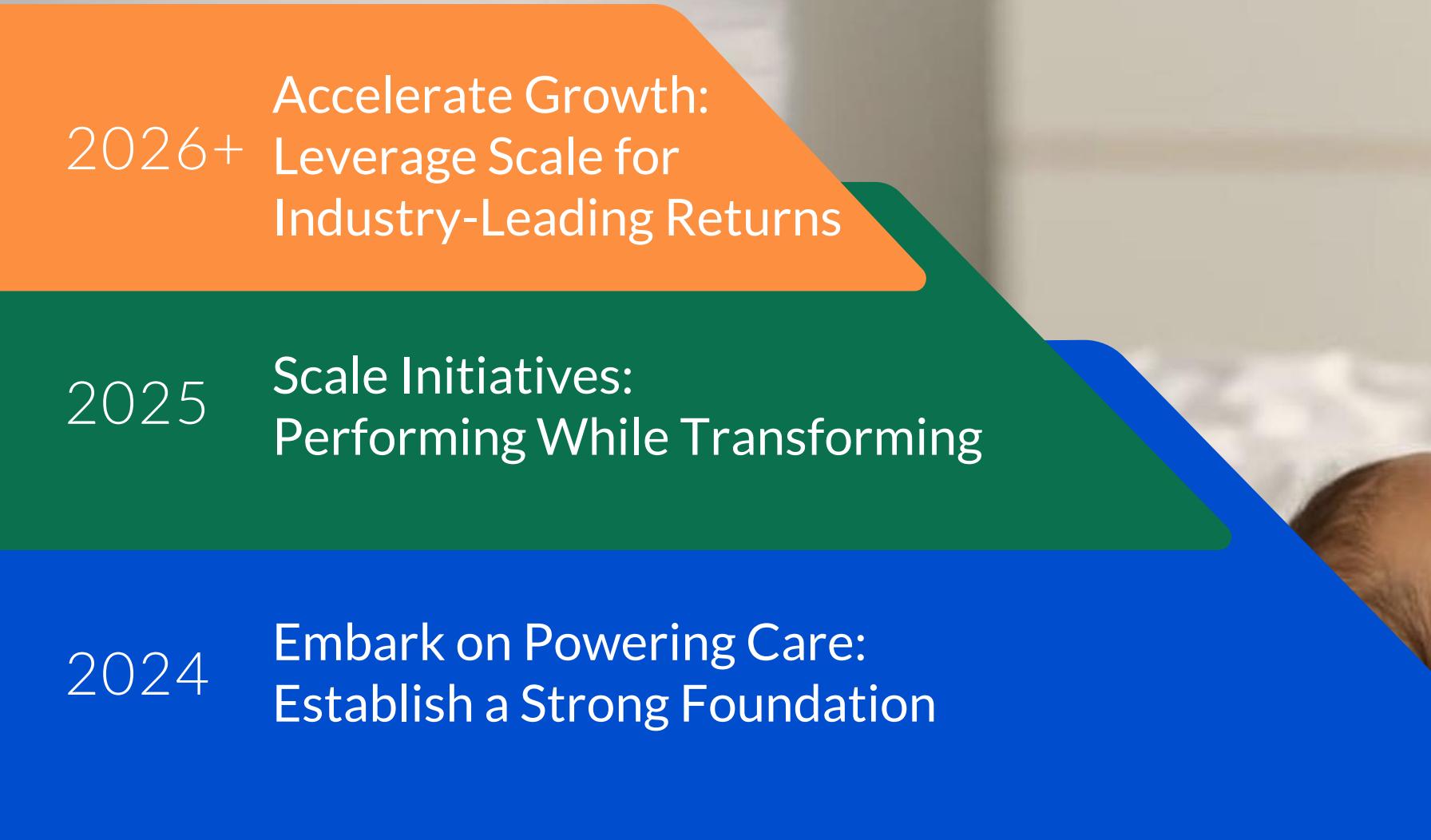
The factors described under Item 1A, "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2024, or in our other SEC filings, among others, could cause our future results to differ from those expressed in any forward-looking statements made by us or on our behalf. Other factors 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.



# Our Strategy To Drive Value Creation

- 
- 2024 Embark on Powering Care:  
Establish a Strong Foundation
  - 2025 Scale Initiatives:  
Performing While Transforming
  - 2026+ Accelerate Growth:  
Leverage Scale for  
Industry-Leading Returns



# Leaping Forward In Our Transformation Journey

## 11 CANNES LIONS

## \$2B NORTH AMERICA INVESTMENT ANNOUNCED

## JOINT VENTURE ANNOUNCEMENT



Forbes names Patricia Corsi one of the world's most influential CMOs

Largest domestic expansion in 30+ years to accelerate innovation pipeline and deliver growth targets

Strategic partnership reduces Kimberly-Clark's exposure to more volatile input costs

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# Q2 2025: Building Momentum In A Dynamic Environment



## ACCELERATE PIONEERING INNOVATION

- ✓ Strong volume-led organic growth delivery, 5% volume growth in North America and International Personal Care
- ✓ Gained global weighted share +10 bps in the quarter vs. baseline while navigating a dynamic consumer environment



## OPTIMIZE OUR MARGIN STRUCTURE

- ✓ Continued momentum on Gross Productivity with Q2 delivery at 5.8% of Adjusted COGS<sup>1</sup>
- ✓ Announced investment of \$2B in North America to support growth and unlock efficiencies



## WIRE OUR ORGANIZATION FOR GROWTH

- ✓ Major step forward in the transformation with joint venture with Suzano, strong partner in international tissue categories
- ✓ Announced Russ Torres as Chief Operating Officer

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<sup>1</sup>Non-GAAP financial measures. Refer to the appendix of this presentation for reconciliations of our GAAP to non-GAAP measures.

# Strengthening Offerings Across The Value Spectrum

ACCELERATE PIONEERING INNOVATION



Enhancing value propositions through Leak-Free-Protection

Enhancing Absorbency And  
Reducing Leakage To Help  
Deliver 20% More Sleep

ACCELERATE PIONEERING INNOVATION



*Deep Sleep Master*

*Nearly Zero disturbance, Deep Sleep*

*2X faster absorbency speed  
& instant dryness in 1 second*



*Dam liner for anti-leakage*



*Advanced oxygen core,  
enhancing breathability*



# Delivering 60% Residue Area Reduction And All-around Leak Protection With Kotex Gravity

ACCELERATE PIONEERING INNOVATION



## GRAVITY



## ABSORB TO THE BOTTOM<sup>TECH</sup>

60% residue area reduction! Powerfully pulls blood to the bottom with nearly zero stickiness

## DESIGNED FOR GUSHES

120% absorption speed! One pad absorbs a whole day's volume of blood.

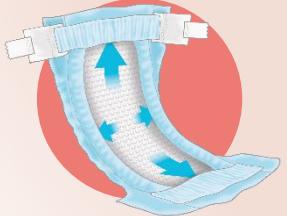
## SIDE LEAK PROTECTION DAM

Seamlessly close to high-risk leakage body parts.  
All-around protection for heavy flow.

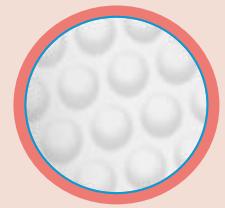
Kotex®

# Providing Blowout Protection In Every Direction In The U.S.

ACCELERATE PIONEERING INNOVATION



NEW Front & Back  
Blowout Blockers\*  
For Blowout Protection  
From any Direction



GentleAbsorb® Liner  
Absorbs Wetness on  
Contact



Safe for Sensitive Skin  
Dermatologist tested

# Poop Poncho



# Crushing The Stigma With 'Mission Dry'

ACCELERATE PIONEERING INNOVATION



A mission to show bedwetting shouldn't hold kids back



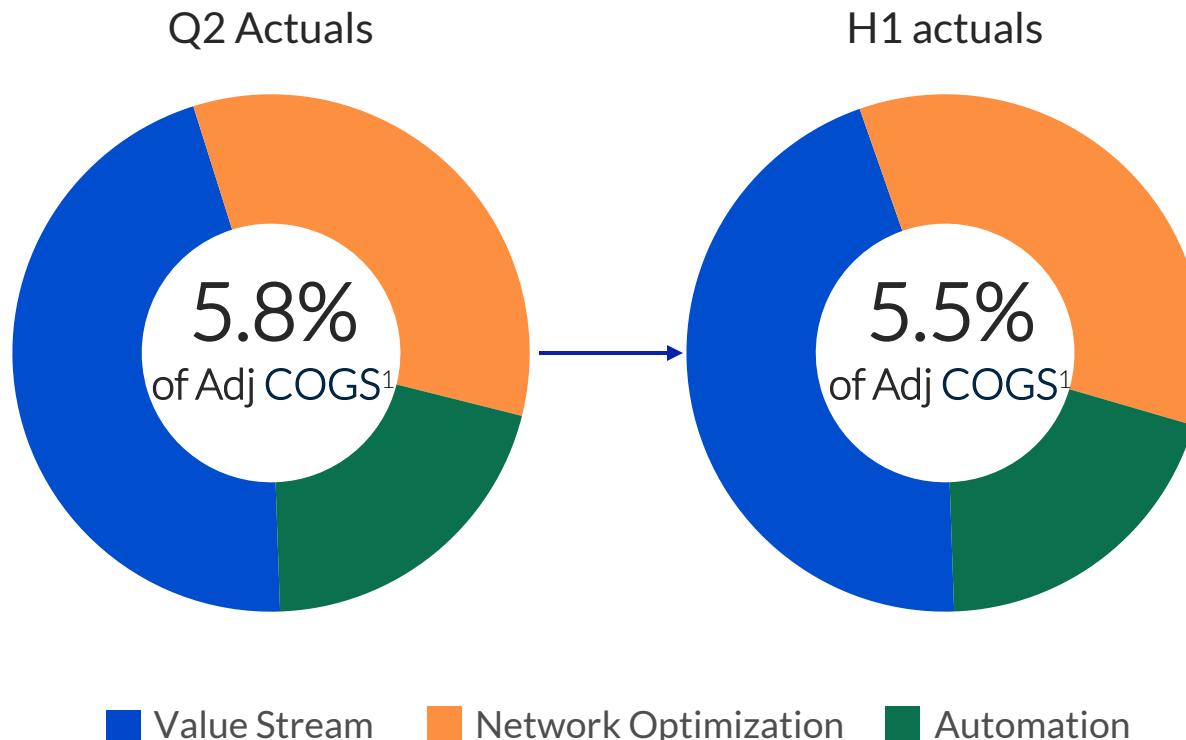
Scott Kelly & Goodnites  
address the issue  
of bedwetting faced by  
**1 in 6 kids\***  
in the US

goodnites®



10

# Stepping Up Gross Productivity Savings



OPTIMIZE OUR MARGIN STRUCTURE



## Targeting 5 - 6% Gross Productivity Savings in 2025<sup>2</sup>

### ✓ Value Stream:

Design to Value initiatives including standardized product platforms and strong price negotiations unlocking value

### ✓ Network Optimization:

Optimizing manufacturing and distribution footprint including external contract manufacturing among others

### ✓ Scalable Automation:

Unlocking efficiencies through automation

Gross Productivity includes Productivity generated from end-to-end Integrated Margin Management and from Procurement initiatives

<sup>1</sup>Non-GAAP financial measures. Refer to the appendix of this presentation for reconciliations of our GAAP to non-GAAP measures.

<sup>2</sup> Kimberly-Clark does not provide a reconciliation of these forward-looking non-GAAP financial measures to the most directly comparable GAAP financial measures on a forward-looking basis because it is unable to predict certain adjustment items without unreasonable effort.



# A Powerhouse Cross-functional Team, Turns Similar Obstacles Into Shared Opportunity



Value Stream Mindset



9

30 Platforms → 11 Platforms



Uncovered hidden value, challenging the status quo of supplier choices, product specs, and market norms

Plants evaluated, with Vietnam and China serving as benchmarks

Streamlined from 30 product platforms to 11, driving simplicity, consistency, and scale while improving quality and consumer value

Investing in product to win vs competition in key markets

Savings identified in the initiative : **\$25M**

Savings to be delivered in 2025: **\$14M**



# IFP & Suzano JV Creates A Preeminent International Tissue & Professional Products Company



## DETAILS OF THE STRATEGIC PARTNERSHIP

Kimberly-Clark will contribute substantially all the assets of its International Family Care and Professional ("IFP") business

~\$3.4B

Implied Current IFP Enterprise Value

mid-2026

Expected Close

Kimberly-Clark 49%  
Suzano 51%

Ownership Structure

## BENEFITS FROM WORLD-CLASS BRANDS

5 global brands:  
provided under long-term agreement



40 regional brands:  
owned by new entity



## IFP

- ✓ Industrial manufacturing & Fiber expertise via Suzano.
- ✓ Expected reduction in total delivered costs.
- ✓ Better positioned to drive innovation & seize new opportunities in key markets.

## Kimberly-Clark

- ✓ Catalyzed to create more value for shareholders.
- ✓ Increased focus on proprietary, right-to-win spaces to improve growth trajectory.
- ✓ Reduced exposure to volatile input costs.

Driving Volatility Reduction and Setting Up International Tissue for Success



# FINANCIAL RESULTS & 2025 OUTLOOK





# Q2 2025: Accelerating The Core In A Dynamic Context

## Organic Sales Growth<sup>1</sup>



## Adjusted Operating Profit Growth<sup>1</sup>



## Adjusted EPS Growth<sup>1</sup> attributable to Kimberly-Clark



## Adjusted Free Cash Flow<sup>1</sup>

\$829M



Highest volume growth quarter in the last 5 years reflecting portfolio strength and quality of activations and execution



Revenue Growth Management investments and inflationary impacts partially offset by strong productivity savings



Strong earnings delivery in an uncertain environment reflecting structural stability and reduced volatility



2025 full year Adjusted Free Cash Flow on track for ~\$2B

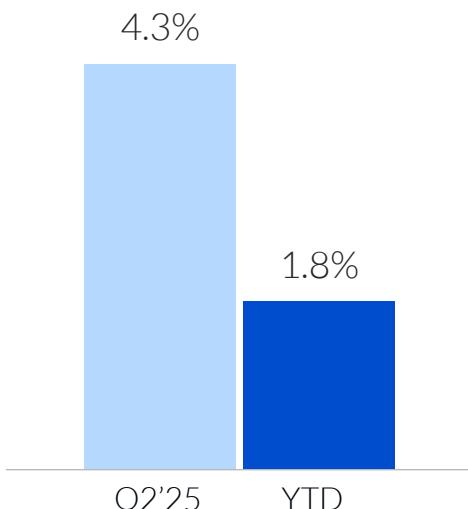


**(1.8%) (3.5%)**  
Constant-Currency<sup>1</sup>

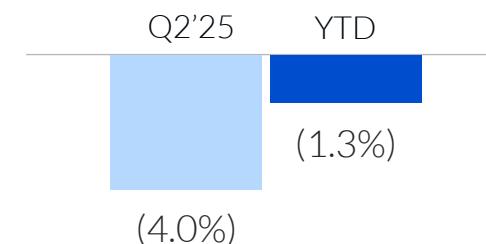
**(1.0%) (0.3%)**  
Constant-Currency<sup>1</sup>

# North America

## Organic Growth<sup>1</sup>



## Operating Profit Growth



+4.5% +2.3%  
VOLUME + MIX

24.0% 24.7%  
OPERATING MARGIN

- +5% volume growth in the quarter driven by strong innovations and targeted activations, aided by ~170bps from favorable retail inventory changes vs prior year
- North America weighted average share +20 bps in Q2 led by Personal Care +60 bps
- YTD Organic Growth of +1.8% driven by +2.6% volume growth, led by +7% volume growth in Adult & Fem Care, partly offset by targeted investments to enhance value propositions in Baby Care and Professional
- YTD operating profit decline of 1.3% included 390bps headwind from divestitures and business exits

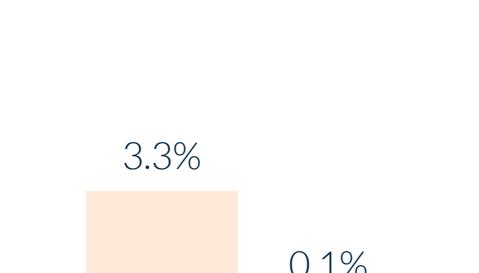


<sup>1</sup>Represents the change in net sales excluding the impacts of currency translation and divestitures and business exits. Organic Sales Growth is a non-GAAP financial measure. See Appendix for reconciliations of our GAAP to non-GAAP measures.



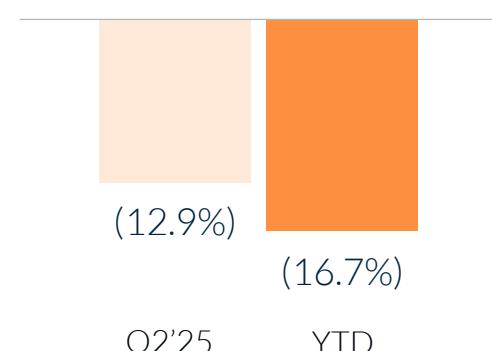
# International Personal Care

## Organic Growth<sup>1</sup>



+6.0% +2.7%  
VOLUME + MIX

## Operating Profit Growth



12.7% 13.6%  
OPERATING MARGIN

- Strong volume+mix led organic growth in Q2 led by Focus Markets growing volume +8%
- China grew volume double digits in Q2 while driving trade up, resulting in 330 bps share gain vs. year ago in Baby & Child Care
- YTD Organic Growth in line with year ago driven by stepped-up investment to strengthen price-value propositions in select Asian and Latin American markets
- YTD operating profit decline primarily driven by strong comparisons in the prior period and investments in value propositions across several markets.



<sup>1</sup>Non-GAAP financial measures. Refer to the appendix of this presentation for reconciliations of our GAAP to non-GAAP measures.



# 2025 Outlook



## Volume+Mix Led Organic Sales Growth<sup>1</sup> Ahead of Market Growth

- Weighted-Average Market growth currently ~2%
- Reported results expected to be negatively impacted by ~290 bps from combination of PPE<sup>2</sup> divestiture and U.S. private label diaper business exit and ~100 bps from currency translation



## Low-to-Mid Single Digit Constant-Currency Adjusted Operating Profit Growth<sup>1</sup>

- Includes ~380 bps negative impact from PPE divestiture and U.S. private label diaper business exit
- Results expected to be negatively impacted by ~100 bps from currency translation



## Low-to-Mid Single Digit Constant-Currency Adjusted EPS Growth<sup>1</sup> Attributable to Kimberly-Clark

- Includes ~320 bps negative impact from PPE divestiture and U.S. private label diaper business exit
- Expect ~100 bps combined headwind to EPS growth from items below operating profit including higher net interest expense, a higher effective tax rate and lower shares outstanding among others
- Expect \$0.16 tailwind to EPS from reduction in D&A in results of Discontinued Operations
- Results expected to be negatively impacted by ~150 bps from currency translation, including impact on Income from Equity Interests



## Adjusted Free Cash Flow<sup>1</sup> of ~\$2B

- Includes approximately \$1.0-\$1.2B of capital expenditures

<sup>1</sup> Kimberly-Clark does not provide a reconciliation of these forward-looking non-GAAP financial measures to the most directly comparable GAAP financial measures on a forward-looking basis because it is unable to predict certain adjustment items without unreasonable effort.

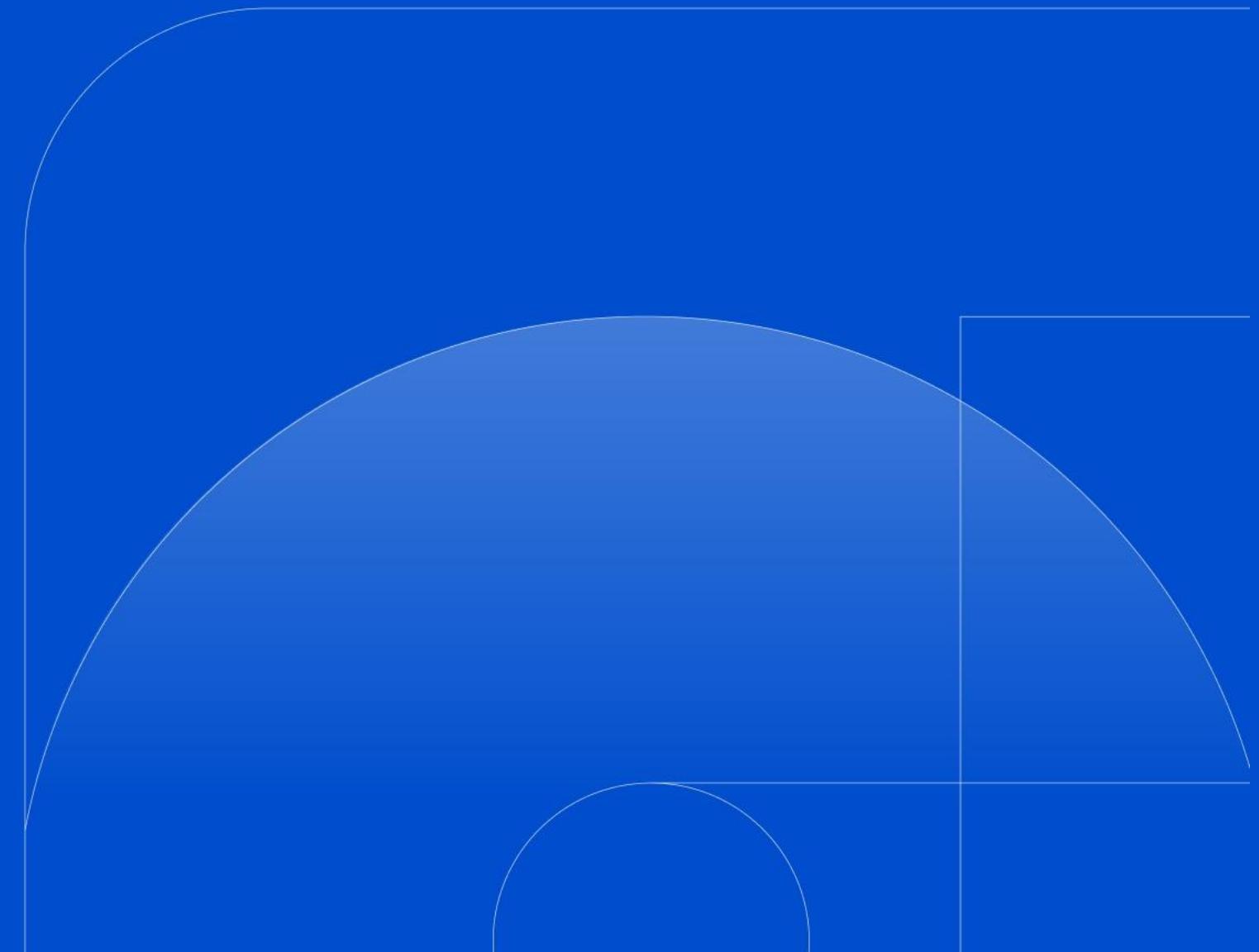
<sup>2</sup> Personal Protective Equipment



# Powering Care

- 
- 2024 Embark on Powering Care:  
Establish a Strong Foundation
  - 2025 Scale Initiatives:  
Performing While Transforming
  - 2026+ Accelerate Growth:  
Leverage Scale for  
Industry-Leading Returns

# APPENDIX





# Non-GAAP Financial Measures

The following provides the reconciliation of the non-GAAP financial measures provided in this presentation to the most closely related GAAP measure. These measures include: Organic Sales Growth, Adjusted Cost of Goods Sold, Adjusted Gross Profit, Adjusted Operating Profit, Adjusted Earnings per Share Attributable to Kimberly-Clark, and Adjusted Free Cash Flow. Unless specifically stated, all discussions regarding non-GAAP financial measures reflect results from our continuing operations for all periods presented. Where applicable, we also refer to the associated margin for each of these metrics, which is calculated as the proportion of the metric relative to the applicable period's revenue.

Organic Sales Growth is defined as the change in Net Sales, as determined in accordance with U.S. GAAP, excluding the impacts of currency translation and divestitures and business exits.

Adjusted Gross Profit (Adjusted Cost of Products Sold), Adjusted Operating Profit and Adjusted Earnings per Share Attributable to Kimberly-Clark are defined as Gross Profit (Cost of Products Sold), Operating Profit and Diluted Earnings per Share Attributable to Kimberly-Clark, as determined in accordance with U.S. GAAP, excluding the impacts of certain items that management believes do not reflect our underlying operations, and which are discussed in further detail within our current quarter earnings release and periodic SEC filings. These adjustments include the presentation of each metric on a constant-currency basis by excluding the effect that foreign currency exchange rate fluctuations have on year-to-year comparability given the volatility in foreign currency exchange rates.

Adjusted Free Cash Flow is defined as cash provided by operations (inclusive of discontinued operations), as determined in accordance with U.S. GAAP, less capital expenditures and excluding cash charges associated with our previously announced restructuring activities (the 2018 Global Restructuring Program and the 2024 Transformation Initiative) and IFP separation costs.

The income tax effect of these non-GAAP items on the Company's Adjusted Earnings per Share Attributable to Kimberly-Clark is calculated based upon the tax laws and statutory income tax rates applicable in the tax jurisdiction(s) of the underlying non-GAAP adjustment. The impact of these non-GAAP items on the Company's effective tax rate represents the difference in the effective tax rate calculated with and without the non-GAAP adjustment on Income Before Income Taxes and Equity Interests and Provision for income taxes.

We use these non-GAAP financial measures to assist in comparing our performance on a consistent basis for purposes of business decision making by removing the impact of certain items that we do not believe reflect our underlying and ongoing operations. We believe that presenting these non-GAAP financial measures is useful to investors because it (i) provides investors with meaningful supplemental information regarding financial performance by excluding certain items, (ii) permits investors to view performance using the same tools that management uses to budget, make operating and strategic decisions, and evaluate historical performance, and (iii) otherwise provides supplemental information that may be useful to investors in evaluating our results. We believe that the presentation of these non-GAAP financial measures, when considered together with the corresponding U.S. GAAP financial measures and the reconciliation to those measures, provides investors with additional understanding of the factors and trends affecting our business than could be obtained absent these disclosures.

These non-GAAP financial measures are not meant to be considered in isolation or as a substitute for the comparable GAAP measures, and they should be read only in conjunction with our consolidated financial statements prepared in accordance with GAAP. There are limitations to these non-GAAP financial measures because they are not prepared in accordance with GAAP and may not be comparable to similarly titled measures of other companies due to potential differences in methods of calculation and items being excluded. We compensate for these limitations by using these non-GAAP financial measures as a supplement to the GAAP measures and by providing reconciliations of the non-GAAP and comparable GAAP financial measures. Certain non-GAAP financial measures referenced in this presentation are presented on a forward-looking basis. Kimberly-Clark does not provide a reconciliation of these forward-looking non-GAAP financial measures to the most directly comparable GAAP financial measures on a forward-looking basis because it is unable to predict certain adjustment items without unreasonable effort. Please note that these items could be material to Kimberly-Clark's results calculated in accordance with GAAP.

For further information about the non-GAAP adjustments included in the following slides, refer to our current quarter earnings release and Quarterly Report on Form 10-Q.



# Non-GAAP: Reconciliation of Organic Sales Growth

Percentage change vs. the prior year period	Three Months Ended June 30, 2025		
	NA	IPC	Total
<b>Net Sales Growth</b>	(1.9)	0.4	(1.6)
Currency Translation	0.2	2.6	1.0
Divestitures and Business Exits	5.7	0.3	4.4
<b>Organic Sales Growth<sup>(a)</sup></b>	<b>4.3</b>	<b>3.3</b>	<b>3.9</b>

(a) Table may not foot due to rounding.



# Non-GAAP: Reconciliation of Organic Sales Growth

Percentage change vs. the prior year period	Six Months Ended June 30, 2025		
	NA	IPC	Total
<b>Net Sales Growth</b>	(2.9)	(4.5)	(4.0)
Currency Translation	0.3	4.3	1.7
Divestitures and Business Exits	4.3	0.3	3.4
<b>Organic Sales Growth<sup>(a)</sup></b>	<b>1.8</b>	<b>0.1</b>	<b>1.2</b>

(a) Table may not foot due to rounding.



# Non-GAAP: Reconciliation of Adjusted Gross Profit

\$ Millions	Three Months Ended June 30		Six Months Ended June 30	
	2025	2024	2025	2024
<b>Gross Profit</b>	<b>\$1,456</b>	<b>\$1,594</b>	<b>\$2,965</b>	<b>\$3,280</b>
2024 Transformation Initiative	82	45	135	45
<b>Adjusted Gross Profit</b>	<b>\$1,538</b>	<b>\$1,639</b>	<b>\$3,100</b>	<b>\$3,325</b>



# Non-GAAP: Reconciliation of Adjusted Cost of Products Sold

\$ Millions	Three Months Ended June 30		Six Months Ended June 30	
	2025	2024	2025	2024
<b>Cost of Products Sold</b>	<b>\$2,707</b>	<b>\$2,637</b>	<b>\$5,252</b>	<b>\$5,277</b>
2024 Transformation Initiative	(82)	(45)	(135)	(45)
<b>Adjusted Cost of Products Sold</b>	<b>\$2,625</b>	<b>\$2,592</b>	<b>\$5,117</b>	<b>\$5,232</b>



# Non-GAAP: Reconciliation of Adjusted Operating Profit

\$ Millions	Three Months Ended June 30		Six Months Ended June 30	
	2025	2024	2025	2024
<b>Operating Profit</b>	<b>\$592</b>	<b>\$539</b>	<b>\$1,223</b>	<b>\$1,254</b>
2024 Transformation Initiative	121	190	196	235
<b>Adjusted Operating Profit</b>	<b>\$713</b>	<b>\$729</b>	<b>\$1,419</b>	<b>\$1,489</b>
 <b>Year-Over-Year Growth</b>	 (2.2%)		 (4.7%)	
Currency Translation	0.4%		1.2%	
<b>Year-Over-Year Growth Constant-Currency</b>	<b>(1.8%)</b>		<b>(3.5%)</b>	



# Non-GAAP: Reconciliation of Adjusted Earnings Per Share Attributable to Kimberly-Clark

	Three Months Ended June 30		Six Months Ended June 30	
	2025	2024	2025	2024
<b>Diluted Earnings per Share Attributable to Kimberly-Clark</b>	\$1.53	\$1.61	\$3.23	\$3.52
2024 Transformation Initiative	0.27	0.35	0.50	0.45
IFP Separation Costs	0.07	-	0.07	-
IFP Repatriated Earnings	0.03	-	0.03	-
IFP Tax Basis Adjustment	0.02	-	0.02	-
<b>Adjusted Earnings per Share Attributable to Kimberly-Clark</b>	\$1.92	\$1.96	\$3.85	\$3.97
<b>Year-Over-Year Growth</b>	(2.0%)		(3.0%)	
Currency Translation	1.0%		2.8%	
<b>Year-Over-Year Growth Constant-Currency<sup>1</sup></b>	(1.0%)		(0.3%)	

<sup>1</sup>May not foot due to rounding.



# Non-GAAP: Reconciliation of Adjusted Free Cash Flow

\$ Millions	For the Year Ended					
	2020	2021	2022	2023	2024	2025 YTD
<b>Cash Provided by Operations</b>	<b>\$3,729</b>	<b>\$2,730</b>	<b>\$2,733</b>	<b>\$3,542</b>	<b>\$3,234</b>	<b>\$1,097</b>
Capital Expenditures	(1,217)	(1,007)	(876)	(766)	(721)	(401)
Cash Restructuring Charges	249	235	65	-	156	130
IFP Cash Separation Costs	-	-	-	-	-	3
<b>Adjusted Free Cash Flow</b>	<b>\$2,761</b>	<b>\$1,958</b>	<b>\$1,922</b>	<b>\$2,776</b>	<b>\$2,669</b>	<b>\$829</b>



# Press Releases – Previous Quarters

Title	Hyperlink
Kimberly-Clark Announces Year-End 2020 Results And 2021 Outlook	<a href="#">Q4 &amp; FY 2020</a>
Kimberly-Clark Announces Year-End 2021 Results And 2022 Outlook	<a href="#">Q4 &amp; FY 2021</a>
Kimberly-Clark Announces Year-End 2022 Results And 2023 Outlook	<a href="#">Q4 &amp; FY 2022</a>
Kimberly-Clark Announces Year-End 2023 Results And 2024 Outlook	<a href="#">Q4 &amp; FY 2023</a>
Kimberly-Clark Announces First Quarter 2024 Results and Raises 2024 Outlook	<a href="#">Q1 2024</a>
Kimberly-Clark Announces Second Quarter 2024 Results and Raises 2024 Outlook	<a href="#">Q2 2024</a>
Kimberly-Clark Announces Third Quarter 2024 Results and Reaffirms 2024 Profit Outlook	<a href="#">Q3 2024</a>
Kimberly-Clark Delivers Solid Results in First Year of Transformation	<a href="#">Q4 &amp; FY 2024</a>
Kimberly-Clark Announces First Quarter 2025 Results and Updates 2025 Outlook	<a href="#">Q1 2025</a>