



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



2026+ Accelerate Growth:
Leverage Scale for
Industry-Leading Returns

2025 Scale Initiatives:
Performing While Transforming

2024 Embark on Powering Care:
Establish a Strong Foundation



Leaping Forward In Our Transformation Journey



11 CANNES LIONS



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

\$2B NORTH AMERICA INVESTMENT ANNOUNCED



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

JOINT VENTURE ANNOUNCEMENT



IFP +  suzano

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

POWERING CARE

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 COGS¹
- ✓ 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

POWERING CARE

¹Non-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



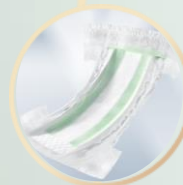
Deep Sleep Master

Nearly Zero disturbance, Deep Sleep

ACCELERATE PIONEERING INNOVATION



**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^{TECH}

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

DESIGNED FOR GUSHES

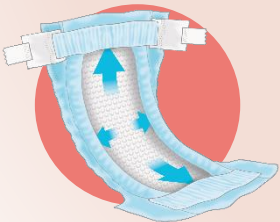
120% absorption speed! One pad absorbs a whole day's volume of blood.

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.



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



GentleAbsorb® Liner
*Absorbs Wetness on
Contact*



Safe for Sensitive Skin
Dermatologist tested

ACCELERATE PIONEERING INNOVATION



Poop Poncho



*Size 1 and 2 only

Crushing The Stigma With 'Mission Dry'

ACCELERATE PIONEERING INNOVATION



A mission to show bedwetting shouldn't hold kids back



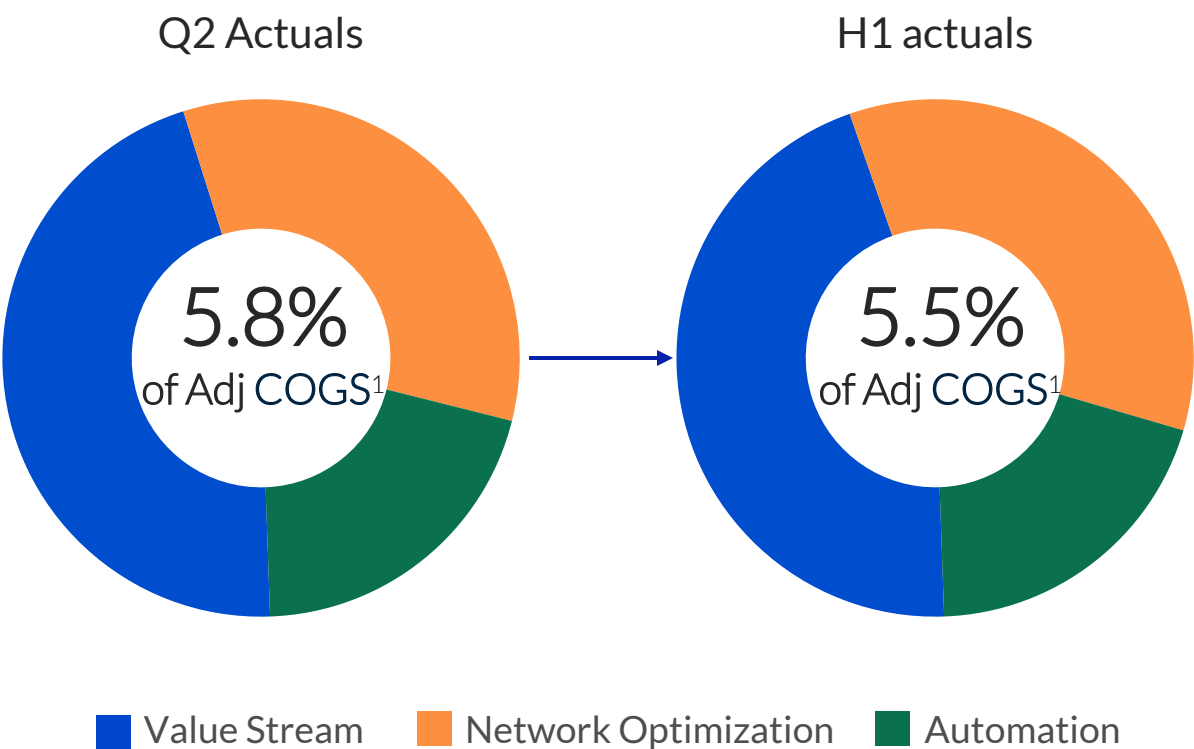
Scott Kelly & Goodnites
address the issue
of bedwetting faced by
1 in 6 kids*
in the US

goodnites®



*Ages 3-12

Stepping Up Gross Productivity Savings



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

¹Non-GAAP financial measures. Refer to the appendix of this presentation for reconciliations of our GAAP to non-GAAP measures.
² 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.



Targeting 5 - 6% Gross Productivity Savings in 2025²

- ✓ **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

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

OPTIMIZE OUR MARGIN STRUCTURE



Value Stream Mindset



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

9

Plants evaluated, with Vietnam and China serving as **benchmarks**

30 Platforms → **11** Platforms

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

WIRE OUR ORGANIZATION FOR GROWTH



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

Viva

Scott

Kleenex

WYPALL

Kimberly-Clark
PROFESSIONAL

40 regional brands:
owned by new entity

Andrex

Scottex

Hakle

Page

Sani3

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



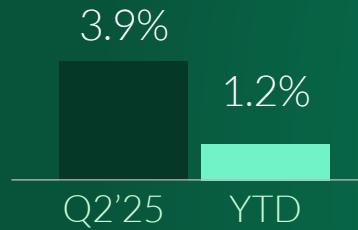
FINANCIAL RESULTS & 2025 OUTLOOK



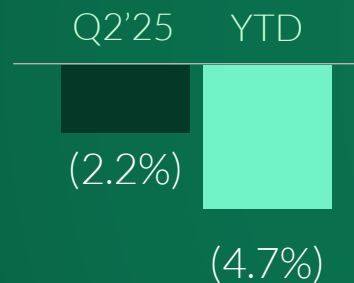


Q2 2025: Accelerating The Core In A Dynamic Context

Organic Sales Growth¹

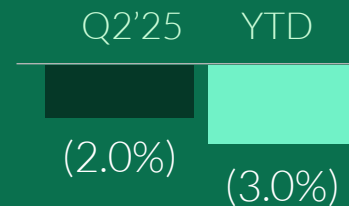


Adjusted Operating Profit Growth¹



(1.8%) (3.5%)
Constant-Currency¹

Adjusted EPS Growth¹ attributable to Kimberly-Clark



(1.0%) (0.3%)
Constant-Currency¹

Adjusted Free Cash Flow¹



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



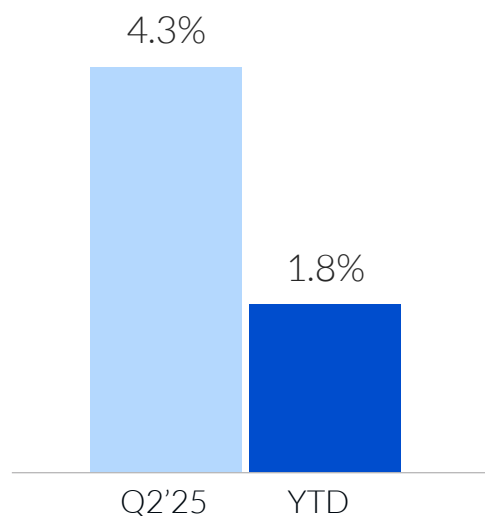
2025 full year Adjusted Free Cash Flow on track for ~\$2B

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



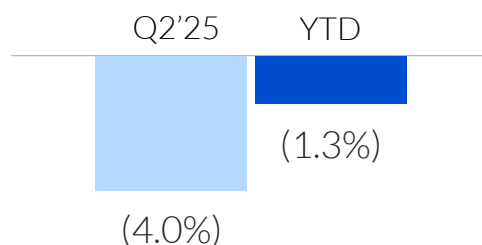
North America

Organic Growth¹



+4.5% +2.3%
VOLUME + MIX

Operating Profit Growth



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

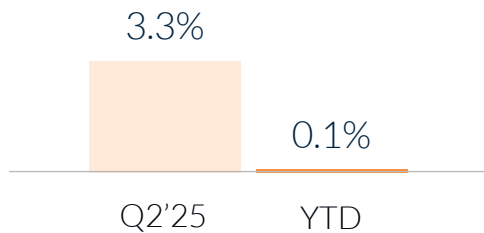


¹Represents the change in net sales excluding the impacts of currency translation and divestitures and business exits. Organic Sales Growth is a non-GAAP financial measure. See Appendix for reconciliations of our GAAP to non-GAAP measures.

International Personal Care

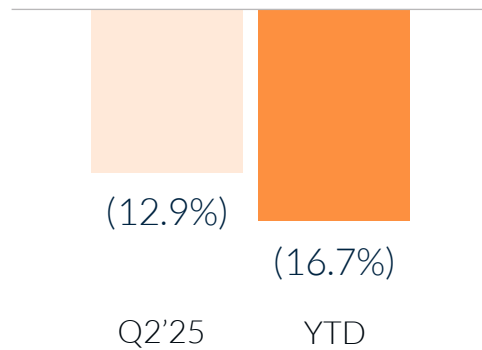


Organic Growth¹



+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.



¹Non-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 Growth¹ Ahead of Market Growth

- Weighted-Average Market growth currently ~2%
- Reported results expected to be negatively impacted by ~290 bps from combination of PPE² 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 Growth¹

- 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 Growth¹ 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 Flow¹ of ~\$2B

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

¹ 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.

² Personal Protective Equipment

Powering Care



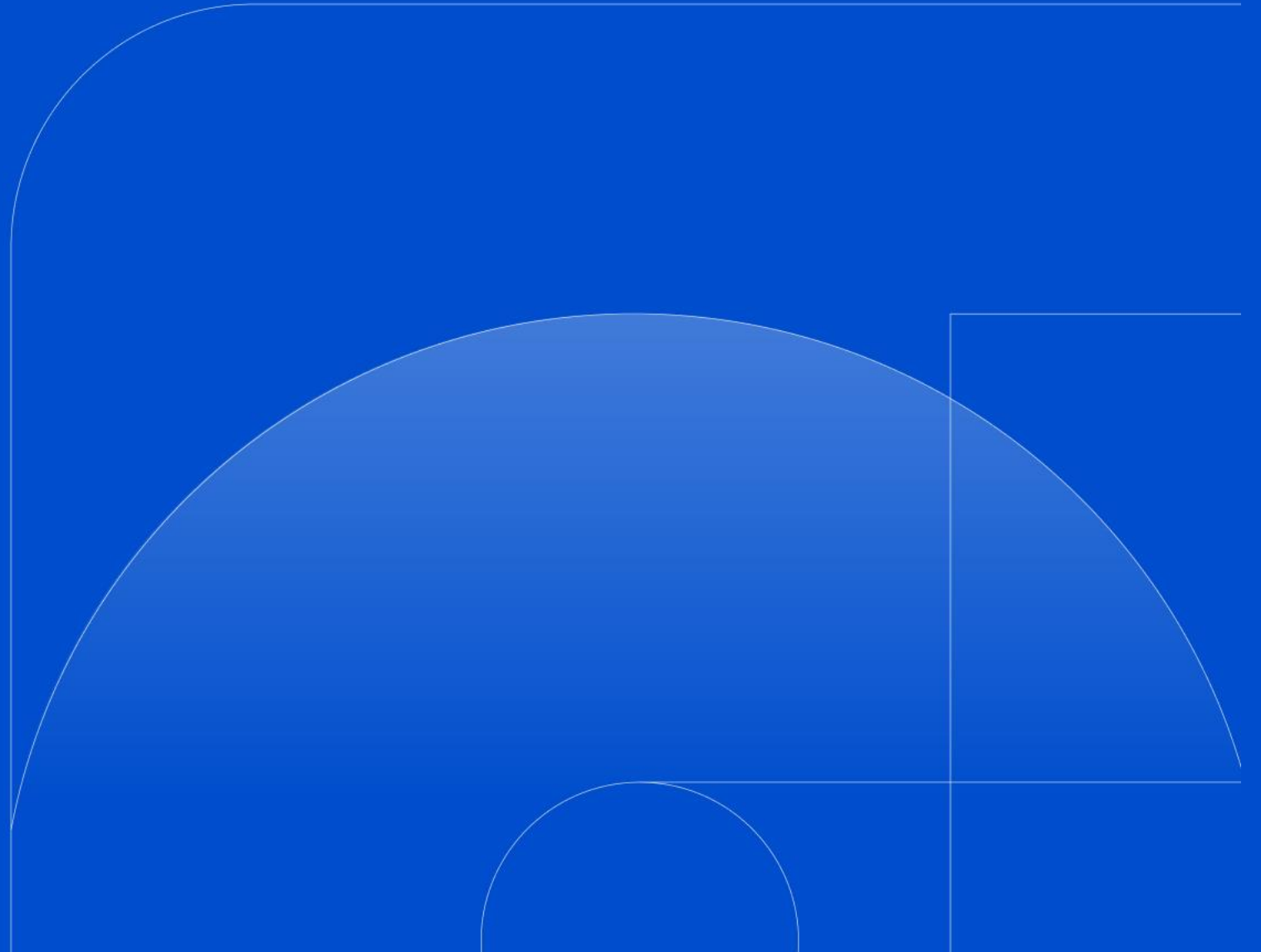
2026+ Accelerate Growth:
Leverage Scale for
Industry-Leading Returns

2025 Scale Initiatives:
Performing While Transforming

2024 Embark on Powering Care:
Establish a Strong Foundation



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
Net Sales Growth	(1.9)	0.4	(1.6)
Currency Translation	0.2	2.6	1.0
Divestitures and Business Exits	5.7	0.3	4.4
Organic Sales Growth^(a)	4.3	3.3	3.9

(a) Table may not foot due to rounding.



Non-GAAP: Reconciliation of Organic Sales Growth

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

(a) Table may not foot due to rounding.



Non-GAAP: Reconciliation of Adjusted Gross Profit

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



Non-GAAP: Reconciliation of Adjusted Cost of Products Sold

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



Non-GAAP: Reconciliation of Adjusted Operating Profit

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



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
Diluted Earnings per Share Attributable to Kimberly-Clark	\$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	-
Adjusted Earnings per Share Attributable to Kimberly-Clark	\$1.92	\$1.96	\$3.85	\$3.97
Year-Over-Year Growth	(2.0%)		(3.0%)	
Currency Translation	1.0%		2.8%	
Year-Over-Year Growth Constant-Currency¹	(1.0%)		(0.3%)	

¹May not foot due to rounding.



Non-GAAP: Reconciliation of Adjusted Free Cash Flow

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



Press Releases – Previous Quarters

Title	Hyperlink
Kimberly-Clark Announces Year-End 2020 Results And 2021 Outlook	Q4 & FY 2020
Kimberly-Clark Announces Year-End 2021 Results And 2022 Outlook	Q4 & FY 2021
Kimberly-Clark Announces Year-End 2022 Results And 2023 Outlook	Q4 & FY 2022
Kimberly-Clark Announces Year-End 2023 Results And 2024 Outlook	Q4 & FY 2023
Kimberly-Clark Announces First Quarter 2024 Results and Raises 2024 Outlook	Q1 2024
Kimberly-Clark Announces Second Quarter 2024 Results and Raises 2024 Outlook	Q2 2024
Kimberly-Clark Announces Third Quarter 2024 Results and Reaffirms 2024 Profit Outlook	Q3 2024
Kimberly-Clark Delivers Solid Results in First Year of Transformation	Q4 & FY 2024
Kimberly-Clark Announces First Quarter 2025 Results and Updates 2025 Outlook	Q1 2025