



2021 Fact Sheet



About Us

Kimberly-Clark (NYSE: KMB) and its trusted brands are an indispensable part of life for people in more than 175 countries. We are headquartered in Dallas, Texas with approximately 46,000 employees worldwide and operations in 34 countries. Fueled by ingenuity, creativity, and an understanding of people's most essential needs, we create products that help individuals experience more of what's important to them.

Sustainability is at the center of our company and by 2030 we aspire to advance the well-being of one billion people through social programs and reduce our environmental footprint by half. We focus on the areas where we can make the biggest difference - climate, forests, water and plastics.

Our Global Businesses

Our portfolio of brands, including Huggies, Kleenex, Scott, Kotex, Cottonelle, Poise, Depend, Andrex, Pull-Ups, GoodNites, Neve, Plenitud, Viva, Softex, Sweety and WypAll, hold the No. 1 or No. 2 share position in 80 countries. In 2020, we generated 54 percent of our net sales in North America and 46 percent in international markets.

Personal Care

- Diapers
- Baby Wipes
- Training/Youth/Swim Pants
- Feminine Care
- Incontinence Care

\$9.3
billion

Consumer Tissue

- Facial Tissue
- Bathroom Tissue
- Paper Towels

\$6.7
billion

K-C Professional (KCP)

- Facial Tissue, Bathroom Tissue and Paper Towels for away-from-home use
- Wipers
- PPE and Safety Products

\$3.0
billion

K-C Strategy 2022: Balanced, Sustainable Growth

We introduced K-C Strategy 2022 in January 2019 as we look ahead to our company's 150-year anniversary in 2022. This is our strategic plan to deliver balanced and sustainable growth and create shareholder value in the medium term in what we assume will be a continued challenging environment. Longer term, we have significant optimism about the potential for our categories and our business to grow at faster rates. Below are the financial objectives of K-C Strategy 2022.

Grow sales
and organic
sales 1 to 3
percent

Increase
EPS mid-single
digits

At least
maintain
top-tier
ROIC

Generally
increase
dividend in line
with EPS

Strategy Highlights

GROW PORTFOLIO OF ICONIC BRANDS

We are home to some of the world's most iconic and trusted brands, including five billion-dollar brands: Huggies, Scott, Kleenex, Cottonelle and Kotex. We invented five of the eight major product categories in which we compete.



Our two primary growth pillars are to elevate our core businesses in developed markets and accelerate growth in D&E markets.

We will pursue these pillars by driving category development, particularly in D&E markets, and by leveraging and investing in our commercial capabilities in revenue management, innovation, digital marketing and in-market execution.

LEVERAGE COST AND FINANCIAL DISCIPLINE

We plan to build on our strong legacy of financial discipline to fund growth and improve margins, with a focus on:



- Driving ongoing supply chain productivity through our FORCE (Focused On Reducing Costs Everywhere) program, which has generated savings of \$3.5 billion over the last 10 years
- Executing the 2018 Global Restructuring Program, which is expected to generate annual savings of \$540 to \$560 million by the end of 2021
- Rigorously controlling discretionary spending to help sustain our top-tier overhead cost structure
- Driving down working capital with benefits from global supply chain initiatives

ALLOCATE CAPITAL IN VALUE-CREATING WAYS

Consistent with our historical approach, we will use our strong cash flow to create value by:



- Providing shareholders a top-tier dividend
- Investing capital spending to drive growth, support innovation and deliver cost savings
- Allocating healthy amounts of excess cash flow to share repurchases
- Maintaining our track record for top-tier ROIC

Financial Highlights



2020 Financial Overview

(\$ billions, except per share amounts)

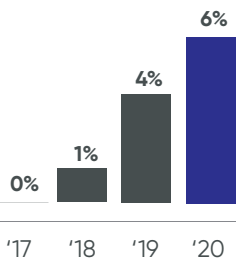
Net Sales	Operating Profit*	Net Income* Attributable to K-C
\$19.1	\$3.6	\$2.7
Cash Provided by Operations	Dividends Declared Per Share	Total Assets
\$3.7	\$4.28	\$17.5

Total Shareholder Returns

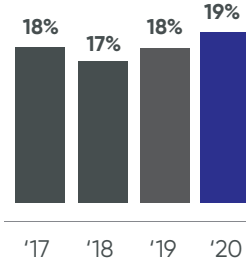
10-Year (as of 12/31/2020)

Kimberly-Clark	211%
S&P 500	267%
S&P Consumer Staples Index	205%

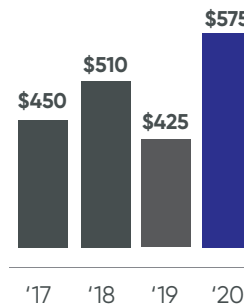
ORGANIC SALES GROWTH



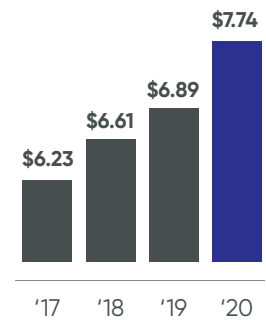
OPERATING PROFIT MARGIN*



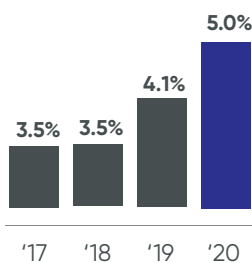
COST SAVINGS (FORCE + Restructuring) (\$ millions)



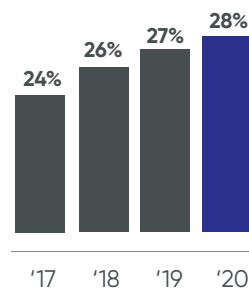
EARNINGS PER SHARE*



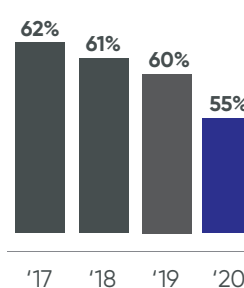
ADVERTISING SPENDING (% of Net Sales)



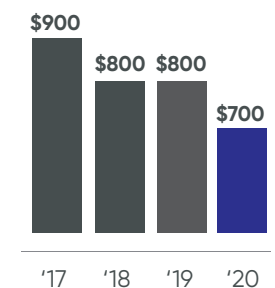
ROIC*



DIVIDEND PAYOUT Based on Adjusted E.P.S.



SHARE REPURCHASES (\$ millions)



* Operating Profit, Net Income, Earnings Per Share and ROIC are adjusted data. Visit kimberly-clark.com/investors for discussion of adjustments and reconciliations to GAAP data.

WANT TO KNOW MORE ABOUT KIMBERLY-CLARK?

Visit Kimberly-Clark.com for the latest company news and to learn more about the company's nearly 150-year history of innovation.