




Leading the World in Essentials for a Better Life

Kimberly-Clark's **Global Business Plan (GBP)** is our strategic plan that prioritizes growth opportunities and applies greater financial discipline to our operations. The plan was launched in mid-2003 and is designed to generate sustainable growth and improved shareholder returns. Below are the key financial objectives of the GBP and actual company performance since 2003.

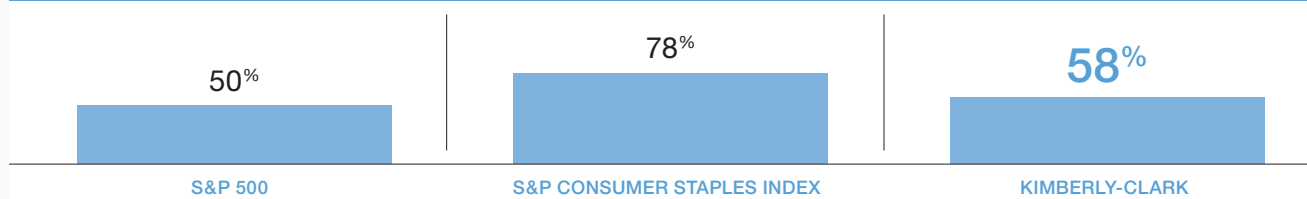
	GBP ANNUAL OBJECTIVE	2004-2010 AVERAGE
Top-line Growth	3-5%	5%
EPS Growth*	Mid- to high-single digits	5%
Operating Margin Improvement*	30-50 basis points	-30 basis points
Capital Spending	4.5-5.5% of net sales	4.8%
ROIC Improvement*	20-40 basis points	20 basis points
Dividend Increases	In line with EPS	10%

*Adjusted data. Visit company website (www.kimberly-clark.com; Investors section) for discussion of adjustments and certain reconciliations to GAAP data.

Four Global Businesses

	2010 SALES	OPERATING PROFIT MARGIN
 <p>PERSONAL CARE Diapers, Training/Youth/Swim Pants, Feminine Care, Incontinence Care, Infant and Child Wipes</p>	\$8.7 Billion	20.3%
 <p>CONSUMER TISSUE Facial Tissue, Bathroom Tissue, Paper Towels</p>	\$6.5 Billion	10.2%
 <p>K-C PROFESSIONAL & OTHER Disposable Health & Hygiene Products for Away-From-Home Use, including Facial Tissue, Bathroom Tissue, Paper Towels, Wipers, Protective/Absorbent Products for Do-It-Yourself Use, Safety Products; Nonwovens</p>	\$3.1 Billion	15.0%
 <p>HEALTH CARE Surgical Drapes and Gowns, Infection Control Products, Face Masks, Exam Gloves; Respiratory, Digestive Health, Pain Management and Other Disposable Medical Devices</p>	\$1.5 Billion	11.9%

TOTAL SHAREHOLDER RETURNS (6/30/03-12/31/10 includes changes in stock price and reinvestment of dividends)





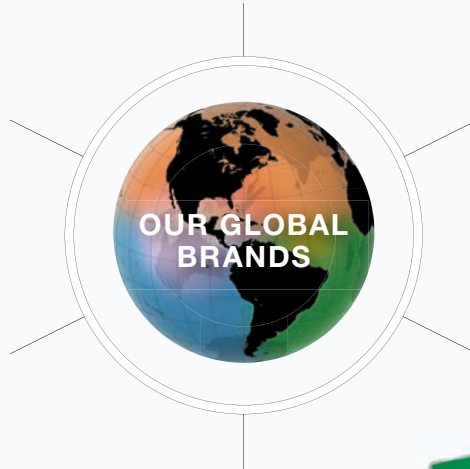
FOUNDATION OF OUR \$4.7 BILLION
DIAPER BUSINESS



WORLD'S FIRST FACIAL TISSUE AND TODAY
WELL OVER A \$1 BILLION BUSINESS



GLOBAL SALES OF \$2+ BILLION ANNUALLY
FOR CONSUMER TISSUE AND K-C
PROFESSIONAL PRODUCTS



FIRST DISPOSABLE TRAINING PANT
AND LEADER OF \$2 BILLION
GLOBAL MARKET



TRUSTED BY MILLIONS OF WOMEN IN
MORE THAN 100 COUNTRIES



PIONEERED THE RETAIL INCONTINENCE
CARE CATEGORY IN THE U.S.

Strategies

COMPANY STRATEGIES

- Manage portfolio to balance growth, profitability and cash flow
- Invest in brands, innovation and growth initiatives
- Deliver sustainable cost reduction
- Disciplined capital management to improve ROIC and return cash to shareholders

BUSINESS UNIT STRATEGIES

• WIN GLOBALLY IN PERSONAL CARE:

K-C will grow its strong positions in this high-margin business by leveraging its powerful brands and providing winning innovations.

• TARGETED GROWTH AND MARGIN IMPROVEMENT IN CONSUMER TISSUE:

K-C will bring differentiated, value-added innovations to grow and strengthen its brands while focusing on net realized revenue, improving mix and reducing costs.

• DRIVE RAPID GROWTH THROUGHOUT K-C INTERNATIONAL (KCI), WITH A PARTICULAR FOCUS ON CHINA, RUSSIA AND LATIN AMERICA:

K-C's business in Asia, Latin America, the Middle East, Eastern Europe and Africa will continue to execute targeted expansion and growth plans, take advantage of attractive market opportunities and deploy K-C's strong brands and innovation capabilities.

• GROW IN HIGHER MARGIN SEGMENTS IN K-C PROFESSIONAL (KCP) AND HEALTH CARE:

K-C will continue to shift mix to faster-growing, higher-margin segments within KCP and Health Care, including safety and wiping in KCP and medical devices in Health Care.



Highlights

• LEVERAGING THE POWER OF K-C'S BRANDS

K-C has increased strategic marketing spending by about \$400 million over the last six years and plans to continue to accelerate spending faster than sales through 2015 to support product innovation, growth in KCI and to further improve brand equity and market share. Our brands hold the No. 1 or No. 2 share position in more than 80 countries. We intend to further leverage our leadership by coupling integrated marketing programs with winning innovation around the world to grow our categories and our businesses.

• FOCUSING ON INNOVATION

K-C has a strong legacy of innovation; in fact, we've created five of the eight major consumer product categories in which we compete. K-C's innovation philosophy is based on identifying insights into what consumers and end-users want and need and then translating those insights into innovative solutions that generate growth. Our innovation success is backed by our proprietary technologies. Innovation investments going forward will focus on improving existing brands, enhancing margins and exploring new category opportunities.

• DELIVERING SUSTAINABLE COST REDUCTION

K-C has a strong track record of reducing costs on an ongoing basis. Our FORCE (Focused On Reducing Costs Everywhere) program has delivered more than \$1.1 billion of savings over the last six years, including record savings in 2010. Our objective for the 2011–2013 time period is to deliver additional savings of \$400 to \$500 million. We will focus on continuing to make our supply chain more efficient and better leverage our scale.

• EMPLOYING CAPITAL DISCIPLINE

K-C has reduced capital spending as a percent of sales since the inception of the Global Business Plan in 2003. And by utilizing portfolio management, we have improved the allocation of how we invest, with more targeted expansion and an increased emphasis on innovation and cost reduction. Moreover, K-C plans to further improve its working capital efficiency as it builds on the progress it made in 2009 and 2010. Capital discipline is central to our plan to continue to improve ROIC, provide a top-tier dividend payout and return excess cash to shareholders.

Financial Highlights

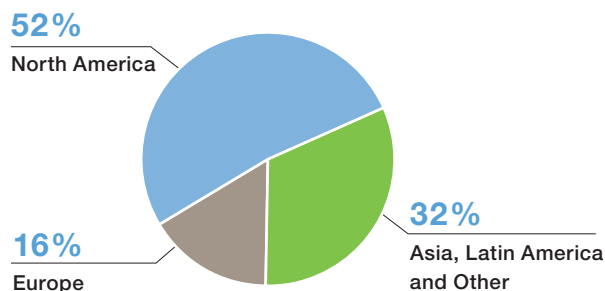
Kimberly-Clark is leading the world in essentials for a better life. Headquartered in Dallas, Texas with approximately 57,000 employees worldwide and operations in 36 countries, Kimberly-Clark posted sales of \$19.7 billion in 2010. Kimberly-Clark's global brands are sold in more than 150 countries.

2010 FINANCIAL OVERVIEW (\$ in millions, except percentage and per share amounts)

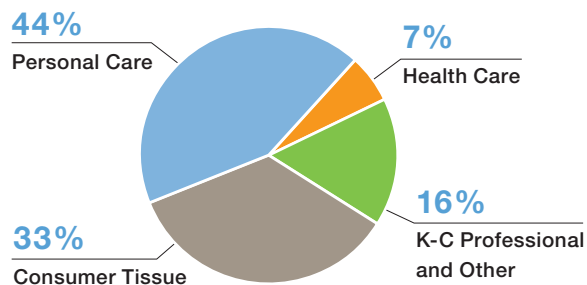
Net Sales	\$19,746
Operating Profit*	2,871
Net Income Attributable to K-C*	1,939
Cash Provided by Operations	2,744
Dividends Declared Per Share	2.64
Total Assets	19,864
Ratio of Total Debt and Redeemable Securities to Capital	51%

*Adjusted data. Visit company website (www.kimberly-clark.com; Investors section) for discussion of adjustments and certain reconciliations to GAAP data.

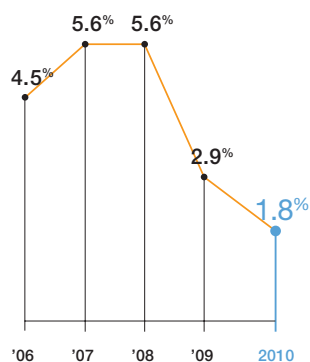
REVENUES BY GEOGRAPHY



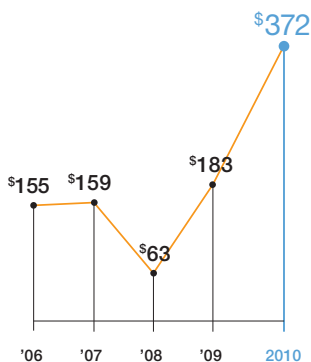
REVENUES BY BUSINESS



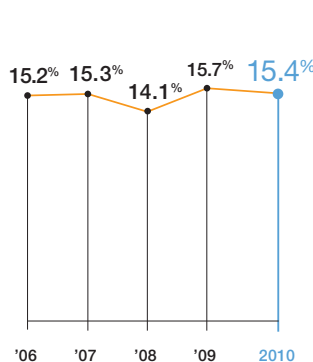
ORGANIC SALES GROWTH¹



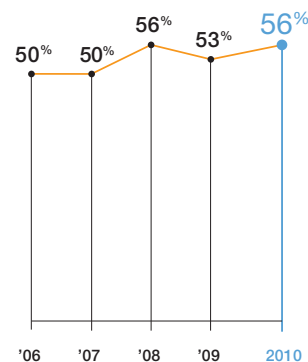
FORCE COST SAVINGS (\$ in millions)



ADJUSTED RETURN ON INVESTED CAPITAL



DIVIDEND PAYOUT²



1-Excludes effects of currency and acquisitions. 2-Declared dividends per share divided by adjusted basic earnings per share.

CONTACTING KIMBERLY-CLARK

Want to know more about Kimberly-Clark?

- To call Investor Relations with your questions: Paul Alexander, Vice President, at [972.281.1440](tel:972.281.1440)
- To view our interactive annual report, SEC filings or news releases, visit www.kimberly-clark.com
- To obtain copies of our 2010 Annual Report on Form 10-K, SEC filings or news releases, call [800.639.1352](tel:800.639.1352)