C/2026/4719

3.9.2026

Prior notification of a concentration

(Case M.12330 – KIMBERLY-CLARK / KENVUE)

(Text with EEA relevance)

(C/2026/4719)

1. On 25 August 2026, the Commission received notification of a proposed concentration pursuant to Article 4 of Council Regulation (EC) No 139/2004 ([1]).

This notification concerns the following undertakings:

— Kimberly-Clark Corporation ('Kimberly-Clark', United States),

— Kenvue Inc. ('Kenvue', United States).

Kimberly-Clark will acquire within the meaning of Article 3(1)(b) of the Merger Regulation sole control of the whole of Kenvue.

The concentration is accomplished by way of purchase of shares.

2. The business activities of the undertakings concerned are the following:

— Kimberly-Clark is globally active in the production and sale of personal care products for personal, business, and industrial use. In the EEA, Kimberly-Clark supplies diapers for infants and children, adult incontinence products, and feminine hygiene products. Kimberly-Clark's brands include Huggies and Kotex,

— Kenvue is active in the manufacturing and supply of consumer health products. In the EEA, Kenvue supplies over-the-counter drugs, skin health and beauty products, baby care products, feminine hygiene products, and essential health products such as mouthwash and toothpaste. Kenvue's brands include Listerine, Nicorette, Neutrogena, and o.b.

3. On preliminary examination, the Commission finds that the notified transaction could fall within the scope of the Merger Regulation. However, the final decision on this point is reserved.

4. The Commission invites interested third parties to submit their possible observations on the proposed concentration to the Commission.

Observations must reach the Commission not later than 10 days following the date of this publication. The following reference should always be specified:

M.12330 – KIMBERLY-CLARK / KENVUE

Observations can be sent to the Commission by email or by post. Please use the contact details below:

Email: COMP-MERGER-REGISTRY@ec.europa.eu

Postal address:

European Commission
Directorate-General for Competition
Merger Registry
1049 Bruxelles/Brussel
BELGIQUE/BELGIË

([1]) OJ L 24, 29.1.2004, p. 1 (the 'Merger Regulation').